

**BALANCED SCORECARD**

**Strategic Goal I - Ensuring High Academic Achievement for All Students**

Performance Objective(s)	Performance Measure(s)	2009		2010		2011		2012		Initiative(s)
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	
A - Attain Student Mastery of Performance Standards	Schoolwide 3-5 Reading CRCT: % Full Academic Year (FAY) Meets/Exceeds		87	89	90.2	92	92	92		No Records
	3rd grade Reading CRCT, Reading Comprehension: % Full Academic Year (FAY) Meets/Exceeds		86	89	89	92	94	92		
	4th grade Reading CRCT, Literary Comprehension, Information & Media Literacy: % Full Academic Year (FAY) Meets/Exceeds		87.7	89	89.7	92	88	92		
	5th grade Reading CRCT, Literary Comprehension, Information & Media Literacy: % Full Academic Year (FAY) Meets/Exceeds		86.8	89	91.9	92	94	92		
	Schoolwide 3-5 ELA CRCT: % Full Academic Year (FAY) Meets/Exceeds		81.2	88	85	90	90	90		
	3rd grade ELA CRCT, Grammar/Sentence Structure, Research & Writing Process: % Full Academic Year (FAY) Meets/Exceeds		79.6	88	83.8	90	89	90		

**BALANCED SCORECARD**

4th grade ELA CRCT, Grammar/Sentence Structure, Research & Writing Process: % Full Academic Year (FAY) Meets/Exceeds		78.8	88	79.4	90	88	90	
5th grade ELA CRCT, Grammar and Sentence Construction: % Full Academic Year (FAY) Meets/Exceeds		85.1	89	91.9	90	93	90	
Schoolwide 3-5 Math CRCT: % Full Academic Year (FAY) Meets/Exceeds		74	76	78	83	85	83	
3rd grade Math CRCT, Numbers and Operations, Geometry: % Full Academic Year (FAY) Meets/Exceeds		65.6	76	79	83	86	83	
4th grade Math CRCT, Numbers and Operations, Geometry: % Full Academic Year (FAY) Meets/Exceeds		71	76	71	83	79	83	
5th grade Math CRCT, Numbers and Operations, Algebra: % Full Academic Year (FAY) Meets/Exceeds		85.1	87	83	83	90	83	
Schoolwide 3-5 Science CRCT: % Full Academic Year (FAY) Meets/Exceeds		79.3	82	80.3	83	83	83	
3rd grade Science CRCT: % Full Academic Year (FAY) Meets/Exceeds		80	82	80	83	89	83	
4th grade Science CRCT: % Full Academic Year (FAY) Meets/Exceeds		80	82	82	83	78	83	

**BALANCED SCORECARD**

5th grade Science CRCT: % Full Academic Year (FAY) Meets/Exceeds	78	82	80	84	82	84	
Schoolwide 3-5 Social Studies: % Full Academic Year (FAY) Meets/Exceeds	74.3	81	77	82	77	82	
3rd grade Social Studies CRCT: % Full Academic Year (FAY) Meets/Exceeds	76	81	78	82	79	82	
4th grade Social Studies CRCT: % Full Academic Year (FAY) Meets/Exceeds	70	81	76	82	75	82	
5th grade Social Studies CRCT: % Full Academic Year (FAY) Meets/Exceeds	77	81	76	82	77	82	
Schoolwide 1-2 Reading CRCT: % Full Academic Year (FAY) Meets/Exceeds	92.5	89	94	90	N/A	90	
1st grade Reading CRCT Comprehension: % Full Academic Year (FAY) Meets/Exceeds	91.7	92	93	94	N/A	94	
2nd grade Reading CRCT: % Full Academic Year (FAY) Meets/Exceeds	93.3	94	94.5	95	N/A	95	
Schoolwide 1-2 ELA CRCT: % Full Academic Year (FAY) Meets/Exceeds	90.5	88	86.3	88	N/A	88	
1st grade ELA CRCT Grammar: % Full Academic Year (FAY) Meets/Exceeds	83.3	88	86	88	N/A	88	
2nd grade ELA CRCT: % Full Academic Year (FAY) Meets/Exceeds	87.8	89	86.6	89	N/A	89	

**BALANCED SCORECARD**

Schoolwide 1-2 Math CRCT: % Full Academic Year (FAY) Meets/Exceeds	89.2	76	91.2	80	N/A	80	
1st grade Math CRCT, Numbers and Operations, Measurement: % Full Academic Year (FAY) Meets/Exceeds	88.2	90	91	92	N/A	92	
2nd grade Math CRCT: % Full Academic Year (FAY) Meets/Exceeds	91	91	91.3	92	N/A	92	
GIKDS: % Full Academic Year (FAY) Meets/Exceeds	81.5	85	87.1	86	86	86	
GKIDS Reading: % Full Academic Year (FAY) Meets/Exceeds	82.9	85	86.6	86	86	86	
GKIDS Writing: % Full Academic Year (FAY) Meets/Exceeds	75.6	85	85	86	75	86	
GKIDS Math: % Full Academic Year (FAY) Meets/Exceeds	86	85	89.7	86	89	86	
3rd Grade Writing Test (4 areas of writing): % Full Academic Year (FAY) Meets/Exceeds	85	89	83	85	85	85	
5th grade Writing Test: % Full Academic Year (FAY) Meets/Exceeds	76	81	70	81	84	81	
GPS-based instruction and lesson plans in Art, Music and PE: % of days where GPS-based and posted lessons are utilized		100	100	100	100	100	

**BALANCED SCORECARD**

K- (GKIDS) Reading: % Full Academic Year (FAY) students enrolled in EIP services Meets/Exceeds or Value Added +2.0 NCE	58	60	43	45	40	45
K- (GKIDS) Math: % Full Academic Year (FAY) students enrolled in EIP services Meets/Exceeds or Value Added +2.0 NCE	61	63	48	50	46	50
1st (CRCT) Reading: % Full Academic Year (FAY) students enrolled in EIP services Meets/Exceeds or Value Added +2.0 NCE	85	87	88	90	N/A	90
1st (CRCT) Math: % Full Academic Year (FAY) students enrolled in EIP services Meets/Exceeds or Value Added +2.0 NCE	71	73	80	82	N/A	82
2nd (CRCT) Reading: % Full Academic Year (FAY) students enrolled in EIP services Meets/Exceeds or Value Added +2.0 NCE	74	76	70	80	N/A	80
2nd (CRCT) Math: % Full Academic Year (FAY) students enrolled in EIP services Meets/Exceeds or Value Added +2.0 NCE	68	70	59	76	N/A	76
3rd (CRCT) Reading: % Full Academic Year (FAY) students enrolled in EIP services Meets/Exceeds or Value Added +2.0 NCE	86	88	79	81	92	81

**BALANCED SCORECARD**

3rd (CRCT) Math: % Full Academic Year (FAY) students enrolled in EIP services Meets/Exceeds or Value Added +2.0 NCE		20	50	62	76	67	76	
4th (CRCT) Reading: % Full Academic Year (FAY) students enrolled in EIP services Meets/Exceeds or Value Added +2.0 NCE		80	82	70	80	76	80	
4th (CRCT) Math: % Full Academic Year (FAY) students enrolled in EIP services Meets/Exceeds or Value Added +2.0 NCE		46	48	41	76	55	76	
5th (CRCT) Reading: % Full Academic Year (FAY) students enrolled in EIP services Meets/Exceeds or Value Added +2.0 NCE		76	78	75	80	75	80	
5th (CRCT) Math: % Full Academic Year (FAY) students enrolled in EIP services Meets/Exceeds or Value Added +2.0 NCE		76	78	88	90	85	90	
Pre-K work sampling system developmental checklist (P4): Language and Literacy % proficient					80	100	80	
Pre-K work sampling system developmental checklist (P4): Maintain Math % proficient					89	100	89	

B - Utilize Data to Drive Instruction

No Records

**BALANCED SCORECARD**

Schoolwide Classworks use with all 1-5 targeted students: % of targeted students using Classworks a minimum of 45 minutes per week		95	95	98	95	97	95	
Classworks use with all ELL students in grades 1-5: % of targeted students using ELL Classworks a minimum of 90 minutes per week			95	95	95	95	95	
Fidelity of usage of Classworks - Grades 1-5: % attempted units mastered		77	80	81	85	82	85	
Utilize data to strengthen instructional plans: CLES has a data team/analysis process		Yes	Yes	Yes	Yes	Yes	Yes	
Schools meeting AYP: CLES met AYP		Yes	Yes	Yes	Yes	Yes	Yes	
DRA utilization to guide reading instruction grades 1-5: % of classrooms using DRA		100	100	100	100	100	100	
1st Grade DRA: % of students reaching level 16 on the DRA			80	85	85	83	85	
2nd Grade Critter Camp for bubble kids and below: % of targeted students using Classworks a minimum of 90 minutes per week		100	100	100	100	85	100	

**BALANCED SCORECARD**

2nd Grade utilization of data to strengthen Reading & ELA instruction: % of 2nd grade classrooms using guided reading		100	100	86	100	100	100	
2nd Grade utilization of Drops in the Bucket math and reading practice and review: % of classrooms using Drops in the Bucket 4 times per week			100	100	100	100	100	
2nd Grade utilization of data to strengthen Math instruction: % of of classrooms having a comprehensive calendar time 4 times per week					100	100	100	
Special Education utilization of CRCT data to develop IEP goals and objectives: % of IEP goals and objectives based on CRCT data			80	80	85	90	85	
Guidance Department use of data in planning and counseling: Guidance Department Annual Needs Assessment			Yes	Yes	Yes	Yes	Yes	
Special Areas (Art, Music, PE) use of data in planning: Special Areas annual parent/student survey			Yes	No	Yes	Yes	Yes	
3rd Grade utilization of data to strengthen Reading & ELA instruction: % of 3rd grade classrooms using ELA Benchmarks					100	100	100	

**BALANCED SCORECARD**

3rd Grade utilization of data to strengthen Math instruction: % of 3rd grade classrooms using Math Benchmarks					100	100	100	
3rd Grade utilization of Drops in the Bucket math and reading practice and review: % of classrooms using Drops in the Bucket 4 times per week					100	100	100	
4th Grade utilization of Drops in the Bucket math and reading practice and review: % of classrooms using Drops in the Bucket 4 times per week					100	100	100	
4th Grade DRA: % of students reaching level 40 on the DRA					85	85	85	
4th Grade utilization of data to strengthen Reading: % of 4th grade classrooms using Reading Benchmarks					100	100	100	
4th Grade utilization of data to strengthen ELA instruction: % of 4th grade classrooms using ELA Benchmarks					100	100	100	
4th Grade utilization of data to strengthen Math instruction: % of 4th grade classrooms using Math Benchmarks					100	100	100	

**BALANCED SCORECARD**

	5th Grade utilization of data to strengthen Reading instruction: % of 5th grade classrooms using Reading Benchmarks					100	100	100		
	5th Grade utilization of data to strengthen ELA instruction: % of 5th grade classrooms using ELA Benchmarks					100	100	100		
	5th Grade utilization of data to strengthen Math instruction: % of 5th grade classrooms using Math Benchmarks					100	100	100		
C - Foster Achievement in All Subgroups	Error: Subreport could not be shown.									No Records
D - Improve the Graduation Rate	Student retention rate: % retained in grade		1.08%	<2%	2%	<2%	1.59%	<2%		No Records
	Community based Risk Reduction Program: # of students participating in Risk Reduction Program		11	15	16	17	17	17		
E - Adequately Prepare Students - Post Secondary	Career Fair: % of students attending Career Fair		1	>95%	100	>95%	100%	>95%		No Records
	College Week: % of classrooms participating in College Week			100	100	100	100	100		

**BALANCED SCORECARD**

**Strategic Goal II - Engaging All Stakeholders**

Performance Objective(s)	Performance Measure(s)	2009		2010		2011		2012		Initiative(s)
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	
A - Ensure Effective/Efficient Continuous Improvement Process	Ensure consistent and effective use of Thinking Maps: % of teachers utilizing Thinking Maps consistently and effectively			100	100	100	100	100		No Records
	Ensure consistent and effective use of Write from the Beginning: % of teachers utilizing Write from the Beginning consistently and effectively			100	60	100	100	100		
	Ensure consistent and effective use of Essential Questions: % of teachers utilizing Essential Questions consistently and effectively			100	100	100	100	100		
	Determine staff perception of involvement in continuous school improvement process: % perceiving they are involved using survey data			TBD	90	95	93	95		

**BALANCED SCORECARD**

Performance Objective(s)	Performance Measure(s)	2009		2010		2011		2012		Initiative(s)
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	
B - Foster a Positive Organizational Culture	Determine staff daily attendance rate (all absences): % daily attendance			TBD	93	95	96	95		No Records
	Determine staff perception that they receive information: % agree or strongly agree that they receive information			TBD	96	98	96	98		
	Determine staff perception of the quality of school-level support: Positive survey scores			TBD	99	100	95	100		
	Determine staff perception that they can share ideas/collaborate: % agree or strongly agree that they can share ideas			TBD	96	98	95	98		
	Professional Learning Communities: Weekly participation		100	100	100	100	100	100		

**BALANCED SCORECARD**

Performance Objective(s)	Performance Measure(s)	2009		2010		2011		2012		Initiative(s)
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	
C - Recruit, Retain and Train Highly Qualified Staff	Train staff in ELL teaching strategies: % of instructional staff earning at least 1 PLU per year from ESOL professional learning activities			95	95	95	95	95		No Records
	Maintain retention of highly qualified and effective staff: retention rate		96	95	97	98	96	98		
	Maintain instructional staff participation in professional learning: % of instructional staff earning at least 1 PLU per year		100	94	99	100	100	100		
	Determine staff perception of quality of professional learning in high needs areas: positive survey responses			TBD	89	93	82	93		
	Determine continuing education participation of classified personnel: Average # of hours per employee per year		10	10	10	10	10	10		

**BALANCED SCORECARD**

Performance Objective(s)	Performance Measure(s)	2009		2010		2011		2012		Initiative(s)
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	
D - Increase Opportunities for Community and Parent Engagement	PAWS: Average # of parents enrolled per session		12	15	27	30	29	30		No Records
	Juntas: Average # of parents attending per session		20	25	41	42	42	42		
	Increase the number of mentors: # of mentors		22	25	27	30	42	30		
	Increase number of Active Partners-in-Education: # of Active Partners-in-Education		6	10	10	12	17	12		
	Provide parent internet safety program: Yes or No		No	Yes	Yes	Yes	Yes	Yes		
	Increase total number of school-provided opportunities for parent engagement: # of parent engagement activities		6	8	14	16	23	16		

**BALANCED SCORECARD**

Performance Objective(s)	Performance Measure(s)	2009		2010		2011		2012		Initiative(s)
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	
E - Foster Student Engagement	Improve student attendance: % of students with fewer than 16 absences		86	89.5	90	95	92	95		No Records
	Student Broadcast Team in place and being used: Yes and # of days per week		No	Yes	Yes	4	4	4		
	Student Leadership structure in place (such as Student Council): Yes and active # of activities per year		No	Yes	Yes	5	6	5		
	Determine the percentage of students in grades 3-5 who report liking school: % of students who, on the CLES Student Survey, respond "somewhat agree" or "strongly agree" to the climate prompt, "I like school"			80	98	99	98	99		
	Increase the number of student peer mentors: # of student peer mentors		35	>35	100	110	122	110		

**BALANCED SCORECARD**

**Strategic Goal III - Ensuring a Safe and Conducive Learning Environment**

Performance Objective(s)	Performance Measure(s)	2009		2010		2011		2012		Initiative(s)
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	
A - Ensure a Safe and Drug-Free Learning Environment	Determine the percentage of students in grades 3-5 reporting that they were NOT bullied in the last 30 days: CLES Student Survey responses			100	84	90	88	90		No Records
	Determine the percentage of students in grades 3-5 reporting feeling safe at school: CLES Student Survey responses			100	93	95	95	95		
	Decrease the number of office behavior referrals: # of office referrals for behavior issues		422	338 (-20%)	208 (-49%)	167	160	167		
	Red Ribbon Week: % of classrooms participating in Red Ribbon Week		100	100	100	100	100	100		
B - Maintain a Physical Environment for Optimal Learning	Proper safety and sanitary procedures in place in Special Areas (art, music, PE): Yes or No		Yes	Yes	Yes	Yes	Yes	Yes		No Records
	Fire inspection compliance rate: % of Fire Inspection violations corrected within 30 days		100	100	100	100	100	100		
	Facility Optimum Appearance (inside and out): appearance score			89	84	92	92	92		

**BALANCED SCORECARD**

Performance Objective(s)	Performance Measure(s)	2009		2010		2011		2012		Initiative(s)
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	
C - Expand 21st Century Learning Environments	Increase # of classrooms with Promethean/Smart Board style technology: # of Promethean/Smart Boards or comparable technology in classrooms		1	6	7	10	51	10		No Records
	21st Century equipped classroom - baseline to be determined: Average % of classrooms per school			TBD	TBD	TBD	TBD	TBD		
	21st Century physical environment - baseline to be determined: Average % of classrooms per school			TBD	TBD	TBD	TBD	TBD		
	21st Century instructional practices - baseline to be determined: % of teachers assessed at 3 or higher on LOTI survey			TBD	TBD	TBD	TBD	TBD		
D - Ensure Transparent Fiscal Accountability	Copy costs will be reduced and remain reduced or improve: % of principal's general account		34	28	28	28 or lower	35	28 or lower		No Records
	All fundraising monies are collected according to school and district guidelines: Yes or No		Yes	Yes	Yes	Yes	Yes	Yes		
	All district guidelines concerning school budgets and funds are followed with fidelity: Yes or No		Yes	Yes	Yes	Yes	Yes	Yes		

**BALANCED SCORECARD**

Performance Objective(s)	Performance Measure(s)	2009		2010		2011		2012		Initiative(s)
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	
E - Improve Student Support Services	Improve participation in Instructional Extension Program: % of invited students attending		49%	70	83	85	N/A due to budget	85		No Records
	Participation in breakfast program: participation rate		56.5	70	57	70	58	70		
	Participation in lunch program: participation rate		82.7	86	81	86	81	86		