**School Turnaround - Balanced Scorecard**

***Goal: Meet AYP targets***

**Instructions:** Replace each TBD with specific targets before the start of the school year. Involve the school leadership team in this process. Where an N/A is shown, there is no target to be set. At the end of each quarter, fill in the Actual spaces with the results obtained.

***Balanced Scorecard Categories:***

1. **Student Performance**
2. **School/Community Perspective**
3. **Learning and Growth**
4. **School Process**

| **Strategic Objectives** | **Lead Person** | **Measures** | **2013-14 Baseline** | **1st Qtr (target and actual)** | **2nd Qtr (target and actual)** | **3rd Qtr (target and actual)** | **4th Qtr (target and actual)** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **1.0 Academic Excellence** |
| 1.1 Goal: Students scores on end of year assessment will demonstrate an annual increase of 5% in the area of reading until reaching 90% in 2017. |  | **Process Measures:** |  |  |  |  |  |
|  | 1. Beginning of the year assessments completed in August will establish a starting point for student performance.
 | N/A | Target=100%Actual=\_\_\_ | N/A | N/A | N/A |
| Principal, Academic Committee | 1. 2nd MAP assessment will be administered in January to be used as a tool to track student performance.
 | N/A | N/A | N/A | Target = 100%Actual=\_\_\_ | N/A |
|  | 1. 3rd MAP assessment will be administered in May to be used as a tool to track student performance.
 | N/A | N/A | N/A | N/A | Target=100%Actual=\_\_\_ |
|  |  |  |  |  |  |  |
|  | 1. Correlation between grades and formative assessment results at each assessment.
 | N/A | Target=TBDActual=\_\_\_ | Target=TBDActual=\_\_\_ | Target=TBDActual=\_\_\_ | Target=TBDActual=\_\_\_ |
|  | 1. Yearly improvement and meeting of the EOG and EOC goals at the end of each year.
 | N/A | N/A | N/A | N/A | Target=100% Actual=\_\_\_ |
| 1.2 85% of Students reaching proficient and above on EOGs and EOCs in the first year of operation. 90% of Students reaching proficient and above on EOGs and EOCs in thesecond and third years of operation.95% of Students reaching proficient and above on EOGs and EOCs in thefourth and later years of operation. | Principal, Reports to the board. | 1. Subject specific benchmark tests, teacher

observations, and formal assessments completed three times yearly. August, January and May. | N/A | Target= 100%End of 1st qtr Actual=\_\_\_ | N/A | Target= 100%End of 3rd qtr Actual=\_\_\_ | Target= 100%End of 4th qtr Actual=\_\_\_ |
|  | 1. These scores will be evaluated by the teaching staff administrators and the board to ensure that students are meeting performance standards and prepared for the end of year state exams.
 | N/A | Target= Less than 2 weeks following assessmentsActual=\_\_\_ |  | Target= Less than 2 weeks following assessmentsActual=\_\_\_ | Target= Less than 2 weeks following assessmentsActual=\_\_\_ |
|  | 1. EOG and EOC scores will be evaluated when received with the goal of identifying areas in which we excelled and areas in which we need additional support.
2. These results will be widely publicized and made available to 100% of parents and staff.
 | N/A | 100%Actual=\_\_\_ | 100%Actual=\_\_\_ | 100%Actual=\_\_\_ | 100%Actual=\_\_\_ |
| 1.2 **Uniform data driven remediation and intervention** - regularly (at least monthly) **review/sharing of data** (assessment, attendance, etc.) – with teachers, intervention staff and division and determine remediation strategies | Principal | 1. % decrease in students needing remediation.
 | N/A | Target=5%Actual=\_\_\_ | Target=5%Actual=\_\_\_ | Target=5%Actual=\_\_\_ | Target=5%Actual=\_\_\_ |
|  | 1. % of children that are below proficiency that have remediation plans.
 | N/A | Target=100%Actual=\_\_\_ | Target=100%Actual=\_\_\_ | Target=100%Actual=\_\_\_ | Target=100%Actual=\_\_\_ |
|  | 1. % of students who have a plan who are involved in remedial intervention.
 | N/A | Target=100%Actual=\_\_\_ | Target=100%Actual=\_\_\_ | Target=100%Actual=\_\_\_ | Target=100%Actual=\_\_\_ |
| 1.4 Independent contract work that demonstrates creativity, personal goal setting, discipline and advanced cognitive skills | Core Content Teachers | 1. Constant monitoring by teacher mentors. Teachers will fill out monthly progress reports for each independent project they are overseeing.
2. Presentation of contract work by the student to the teacher mentor on a weekly basis.
3. Parent involvement in student successes. Parents will be sent the progress reports monthly and notified if work is not progressing at a satisfactory level.
4. Presentations of contract work to the administration and the board on an ongoing basis. At least twice a year in January and May.
5. Community presentations in May.
 | N/A | Target 100%Actual=\_\_\_Target 100%Actual=\_\_\_Target 100%Actual=\_\_\_N/AN/A | Target 100%Actual=\_\_\_Target 100%Actual=\_\_\_Target 100%Actual=\_\_\_N/AN/A | Target 100%Actual=\_\_\_Target 100%Actual=\_\_\_Target 100%Actual=\_\_\_Target 100%Actual=\_\_\_N/A | Target 100%Actual=\_\_\_Target 100%Actual=\_\_\_Target 100%Actual=\_\_\_Target 100%Actual=\_\_\_Target 100%Actual=\_\_\_ |
| **2.0 School/Community Perspective:** |
| 2.1 Achieve a high degree of parental involvement.2.2 Positive impact on the community.2.3 Reach yearly fundraising goals with the assistance of the parent community. | Principal | 1. Average daily attendance (students).
 | TBD | Target 95%Actual=\_\_\_ | Target 95%Actual=\_\_\_ | Target 95%Actual=\_\_\_ | Target 95%Actual=\_\_\_ |
|  | 1. % of parents attending parent conference.
 | N/A | Target 90%Actual=\_\_\_ | Target 90%Actual=\_\_\_ | Target 90%Actual=\_\_\_ | Target 90%Actual=\_\_\_ |
|  | 1. Average PTA/volunteer attendance - % of children with at least 1 parent attending.
 | N/A | Target 35%Actual=\_\_\_ | Target 35%Actual=\_\_\_ | Target 35%Actual=\_\_\_ | Target 35%Actual=\_\_\_ |
|  | 1. Average PTA attendance for qtrly assessment review - % of children with at least 1 parent attending.
 | N/A | Target 50%Actual=\_\_\_ | Target 50%Actual=\_\_\_ | Target 50%Actual=\_\_\_ | Target 50%Actual=\_\_\_ |
| Principal and BoardFundraising Coordinator | 1. Parent survey results (% favorable responses)

23. Students will complete a yearly project with their class that will identify a problem within the community, create a solution, implement it andthen present it at the end of the year.24. % of parents volunteering to serve on the fundraising committee.25. % of parents volunteering to work fundraising events.26. % of parents who participate in fundraising activities either personally or soliciting.27. Examine participation quarterly. | N/AN/AN/A | N/AN/ATarget: 25%Actual:\_\_\_Target: 50%Actual:\_\_\_Target 100%Actual:\_\_\_Target 100%Actual:\_\_\_ | Target 90%Actual=\_\_\_N/ATarget: 25%Actual:\_\_\_Target: 50%Actual:\_\_\_Target 100%Actual:\_\_\_Target 100%Actual:\_\_\_ | N/AN/ATarget: 25%Actual:\_\_\_Target: 50%Actual:\_\_\_Target 100%Actual:\_\_\_Target 100%Actual:\_\_\_ | Target 90%Actual=\_\_\_Target 100%Actual=\_\_\_Target: 25%Actual:\_\_\_Target: 50%Actual:\_\_\_Target 100%Actual:\_\_\_Target 100%Actual:\_\_\_ |
| **3.0 Learning and Growth:** |
| 3.1 Provide **training for all teachers** in the model for learning, formative assessment process and tools and the use of data to determine remediation strategies.3.2 Consistent board training and improvement of board processes through professional development. Board must attend at least four training days per year. | Curriculum Coordinator | 28. % of teachers completing the training prior to start of school. Training week one, (two weeks prior to opening)Week two of training, (week prior to opening)Additional 40 hours of training by the end of the 4th quarter. | N/A | Target 100%Actual=\_\_\_ | Target 100%Actual=\_\_\_ | Target 100%Actual=\_\_\_ | Target 100%Actual=\_\_\_ |
|  |  |  |  |  |  |  |
|  | 29. Number of teachers with less than 10 % of students performing below standard on one or more subjects. | N/A | Target 100%Actual=\_\_\_ | Target 100%Actual=\_\_\_ | Target 100%Actual=\_\_\_ | Target 100%Actual=\_\_\_ |
| President of the Board | 30. % of teachers highly qualified as defined by NCLB31. 80 % of board member attendance at professional development trainings.32. Through examination of parent, staff and students surveys to see areas of deficiency. | N/AN/AN/A | Target 75%Actual=\_\_\_Target 100%Actual=\_\_\_N/A | Target 75%Actual=\_\_\_Target 100%Actual=\_\_\_Target 100%Actual=\_\_\_ | Target 75%Actual=\_\_\_Target 100%Actual=\_\_\_N/A | Target 75%Actual=\_\_\_Target 100%Actual=\_\_\_Target 100%Actual=\_\_\_ |
| 3.2 Improve employee support3.3 Achieve a 95% teacher retention rate. | Principal | 1. Average daily attendance for teachers.
 | N/A | Target 95%Actual=\_\_\_ | Target 95%Actual=\_\_\_ | Target 95%Actual=\_\_\_ | Target 95%Actual=\_\_\_ |
|  | 1. Average daily attendance for staff.
 | N/A | Target 95%Actual=\_\_\_ | Target 95%Actual=\_\_\_ | Target 95%Actual=\_\_\_ | Target 95%Actual=\_\_\_ |
| Principal | 1. % of staff that were counseled one-on-one each quarter.
2. Bi-yearly staff surveys completed in January and May by the staff to evaluate the effectiveness of the work environment and managerial practices.
 | N/A | Target 100%Actual=\_\_\_N/A | Target 100%Actual=\_\_\_N/A | Target 100%Actual=\_\_\_Target 100%Actual=\_\_\_ | Target 100%Actual=\_\_\_Target 100%Actual=\_\_\_ |
| 3.4 Create an environment of high expectations. | Principal and Board  | 1. Survey results from stakeholders (students, staff and administration) (end of each year).
 | N/A | N/A | N/A | N/A | Target 75%Actual=\_\_\_ |
| 3.5 Clearly and consistently communicate the mission and vision of the school.  | Principal and Board | 1. # of presentations of August, January and May assessments internally and externally (PTA, Administration and Board.)
 | N/A | Target 100%Actual=\_\_\_ | N/A | Target 100%Actual=\_\_\_ | Target 100%Actual=\_\_\_ |
|  | 1. % of parents with children on remediation who were personally contacted.
 | N/A | Target=100%Actual=\_\_\_ | Target=100%Actual=\_\_\_ | Target=100%Actual=\_\_\_ | Target=100%Actual=\_\_\_ |
|  | 1. % of parents provided qtrly correspondence on the mission, vision and progress of the school and individual child.
 | N/A | Target=100%Actual=\_\_\_ | Target=100%Actual=\_\_\_ | Target=100%Actual=\_\_\_ | Target=100%Actual=\_\_\_ |
| **4.0 School Process:** |
| 4.1 Promote continuous improvement of the school’s instructional, discipline, attendance and safety processes. | Principal | 1. % of classroom observations where class is on scope, schedule and sequence relative to the curriculum.
 | N/A | Target=100%Actual=\_\_\_ | Target=100%Actual=\_\_\_ | Target=100%Actual=\_\_\_ | Target=100%Actual=\_\_\_ |
|  | 1. Number of disciplinary referrals.
 | TBD | Target TBDActual=\_\_\_ | Target TBDActual=\_\_\_ | Target TBDActual=\_\_\_ | Target TBDActual=\_\_\_ |
|  | 1. Number of serious disciplinary actions.
 | TBD | Target TBDActual=\_\_\_ | Target TBDActual=\_\_\_ | Target TBDActual=\_\_\_ | Target TBDActual=\_\_\_ |