

## Balanced Scorecard for 2018-2019

STRATEGIC GOAL AREA I : STUDENT ACHIEVEMENT									
Performance Objective	#	Performance Measure	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	
<b>Increase student achievement through quality &amp; rigorous instruction</b>	1	GKIDS – Language Arts <small>GKIDS Reports</small>	85.9%	85.3%	81.3%	82.4%	84%		
	2	GKIDS – Mathematics <small>GKIDS Reports</small>	86.1%	86.6%	86.1%	82.7%	86%		
	3	Percent of students meeting or exceeding grade level expectations on STAR Reading <small>STAR Reading Test Score Report – Percent at or above Promotion Criteria Level</small>	Grade 1	79%	81%	72%	83%	85%	
			Grade 2	61%	59%	59%	74%	83%	
			Grade 3	50%	57%	56%	52%	77%	
			Grade 4	47%	50%	45%	48%	55%	
			Grade 5	47%	41%	45%	35%	51%	
	4	Percent of third graders achieving CCRPI recommended Lexile level (670) <small>CCRPI Report</small> <small>Note: FY14-17 – Calculation based on 650L FY18 – Calculation based on 670L</small>	43% <small>New EOG</small>	46%	43%	30.06% <small>Preliminary data</small>	33%		
5	Percent of fifth graders achieving CCRPI recommended Lexile level (920) <small>CCRPI Report</small> <small>Note: FY14-17 – Calculation based on 850L FY18 – Calculation based on 920L</small>	61% <small>New EOG</small>	53%	66%	39.94% <small>Preliminary data</small>	42%			
6	Percent of eighth graders achieving CCRPI recommended Lexile level (1097) <small>CCRPI Report</small> <small>Note: FY14-17 – Calculation based on 1050L FY18 – Calculation based on 1097L</small>	56% <small>New EOG</small>	65%	57%	52.71% <small>Preliminary data</small> <small>**includes 9<sup>th</sup> Lit at TMMS</small>	55%			

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Performance Objective	#	Performance Measure	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	
<b>Increase student achievement through quality &amp; rigorous instruction</b>	7	Percent of students in American Literature achieving CCRPI recommended Lexile level (1285) <small>CCRPI Report</small> <small>Note: FY14-17 – Calculation based on 1275L FY18 – Calculation based on 1285L</small>	42% <small>New EOC</small>	50% <small>New EOC</small>	54%	40% <small>Preliminary data</small>	43%		
	8	Percent of students meeting or exceeding grade level expectations on STAR Math <small>STAR Math Test Score Report – Percent at or above Promotion Criteria Level</small>	Grade 1	82%	89%	81%	91%	92%	
			Grade 2	78%	80%	72%	84%	92%	
			Grade 3	76%	79%	80%	75%	87%	
			Grade 4	65%	65%	45%	80%	78%	
Grade 5	69%	62%	73%	56%	83%				
9	Percent of all students meeting or exceeding expectations on MCSS Math benchmark tests <small>Frequency Distribution Reports, All Math Courses Grades 1-12 (Proficient &amp; Advanced)</small>	35.47% <small>1-12</small>	53.79% <small>1-12</small>	53.38% <small>Limited data (STAR Custom)</small>	3.93% <small>(Unify)</small>	35%			
	10	Percent of students scoring at Level 2 or higher on Ninth Grade Literature GA Milestones EOC Test <small>GMAS System Report</small>	71% <small>New EOC</small>	70%	72%	57% <small>Winter</small>	60% <small>Winter</small>		
						72% <small>Spring</small>	75% <small>Spring</small>		
	11	Percent of students scoring at Level 2 or higher on American Literature GA Milestones EOC Test <small>GMAS System Report</small>	63% <small>New EOC</small>	64%	72%	63% <small>Winter</small>	75% <small>Winter</small>		
						67% <small>Spring</small>	75%		
	12	Percent of students scoring at Level 2 or higher on Algebra I GA Milestones EOC Test <small>GMAS System Report</small>	54% <small>New EOC</small>	64%	73%	71% <small>Winter</small>	68% <small>Winter</small>		
						66% <small>Spring</small>	68% <small>Spring</small>		

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Performance Objective	#	Performance Measure	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	
<b>Increase student achievement through quality &amp; rigorous instruction</b>	13	Percent of scoring at Level 2 or higher on Geometry GA Milestones EOC Test <small>GMAS System Report</small>	60% <small>New EOC</small>	49%	48%	65% <small>Winter</small>	74%		
						63% <small>Spring</small>	69%		
	14	Percent of students scoring at Level 2 or higher on Physical Science GA Milestones EOC Test <small>GMAS System Report</small>	32% <small>New EOC</small>	61%	49%	34% <small>Winter</small>	65% <small>Winter</small>		
						50% <small>Spring</small>	70% <small>Winter</small>		
	15	Percent of students scoring at Level 2 or higher on Biology GA Milestones EOC Test <small>GMAS System Report</small>	39% <small>New EOC</small>	46%	62%	65% <small>Winter</small>	68% <small>Winter</small>		
						63% <small>Spring</small>	66% <small>Spring</small>		
	16	Percent of students scoring at Level 2 or higher on US History GA Milestones EOC Test <small>GMAS System Report</small>	59% <small>New EOC</small>	74%	62%	58% <small>Winter</small>	61% <small>Winter</small>		
						61% <small>Spring</small>	64% <small>Spring</small>		
	17	Percent of students scoring at Level 2 or higher on Economics GA Milestones EOC Test <small>GMAS System Report</small>	54% <small>New EOC</small>	56%	57%	65% <small>Winter</small>	61% <small>Winter</small>		
						57% <small>Spring</small>	64% <small>Spring</small>		
	18	Percent of students scoring “Grade Level or Above” on Reading & Vocabulary Domain of GA Milestones EOG Test <small>GMAS System Report</small>	Grade 3	65% <small>New EOG</small>	68%	73%	57%	60%	
			Grade 4	47% <small>New EOG</small>	49%	46%	59%	60%	
			Grade 5	63% <small>New EOG</small>	54%	66%	60%	62%	
Grade 6			43% <small>New EOG</small>	52%	50%	47%	63%		
Grade 7			62% <small>New EOG</small>	60%	66%	53%	50%		
Grade 8			61% <small>New EOG</small>	69%	69%	54% <small>EOC students excluded</small>	56% <small>EOC students excluded</small>		

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Performance Objective	#	Performance Measure	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	
<b>Increase student achievement through quality &amp; rigorous instruction</b>	19	Percent of students scoring at Level 2 or higher on Mathematics portion of GA Milestones EOG Test <small>GMAS System Report</small>	Grade 3	84% <small>New EOG</small>	86%	86%	79%	79%	
			Grade 4	78% <small>New EOG</small>	71%	81%	84%	82%	
			Grade 5	76% <small>New EOG</small>	70%	75%	66%	87%	
			Grade 6	77% <small>New EOG</small>	73%	67%	63%	69%	
			Grade 7	71% <small>New EOG</small>	70%	70%	66%	66%	
			Grade 8	66% <small>New EOG</small>	73%	81%	65% <small>EOC students excluded</small>	69% <small>EOC students excluded</small>	
	20	Percent of students scoring at Level 2 or higher on Science portion of GA Milestones EOG Test <small>GMAS System Report</small>	Grade 5	61% <small>New EOG</small>	56%	57%	55%	58%	
			Grade 8	66% <small>New EOG</small>	62%	60%	37% <small>EOC students excluded</small>	40% <small>EOC students excluded</small>	
	21	Percent of students scoring at Level 2 or higher on Social Studies portion of GA Milestones EOG Test <small>GMAS System Report</small>	Grade 5	67% <small>New EOG</small>	67%	62%	66%	69%	
			Grade 8	66% <small>New EOG</small>	72%	71%	67%	70%	

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STRATEGIC GOAL AREA I : STUDENT ACHIEVEMENT									
Performance Objective	#	Performance Measure	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	
<b>Provide equitable opportunities and access to instruction for all students</b>	1	System and school level equity reports submitted by June <small><i>Title II-A Equity Reports</i></small>	Yes	Yes	Yes	Yes	Yes		
	2	Percent of graduates completing a career, advanced academics, fine arts, or foreign language pathway <small><i>CCRPI Report</i></small>	64.83%	69.30%	77.93%	75.93%	80%		
<b>Provide equitable opportunities and access to instruction for all students</b>	3	Percent of gifted referrals <small><i>Student Record (Number of Referrals Divided by Total Number of K-12 Pupils)</i></small>	8.97%	6.10%	6.08%	6.70%	7.00%		
	4	Percent of K-8 English Learners with positive movement from one Performance Band to a higher Performance Band as measured by the ACCESS for ELLs <small><i>CCRPI Report</i></small>	K-5	91.30%	86.96%	50.00% <small><i>*New cut scores</i></small>	70.37%	50%	
			6-8	NA	NA	NA	NA	NA	
6	Percent of students evaluated for special services within 60 days of receiving parental consent <small><i>System Data</i></small>	100%	100%	100%	100%	100%			

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<b>STRATEGIC GOAL AREA II : ORGANIZATIONAL &amp; OPERATIONAL EFFECTIVENESS</b>								
Performance Objective	#	Performance Measure	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
<b>Ensure a safe, orderly, &amp; positive environment for all students and staff</b>	1	Number of discipline referrals <small>Student Record State Reportable Incidents</small>	3,998	3,457	3,080	3,158	2,900	
	2	Percent of students reporting feeling safe at school (surveys that require a response of “often” and “agree” to align with GSHS) <small>GSHS II report</small>	76.91%	77.9%	77.18%	72.33%	100%	
	3	System Safety Plan updated annually <small>System Safety Plan with Revised Date</small>	Yes	Yes	Yes	Yes	Yes	
	4	School-level safety drills conducted and documented annually (fire, tornado/severe weather, evacuation) <small>Insurance Commissioner Website Reports, School Safety Team Meeting Agendas</small>	Yes	Yes	Yes	Yes	Yes	
	5	Quality Assurance Reviews of all facilities conducted by Maintenance Department at least quarterly <small>Dated QAR Reports</small>	Yes	Yes	Yes	Yes	Yes	

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STRATEGIC GOAL AREA II : ORGANIZATIONAL & OPERATIONAL EFFECTIVENESS								
Performance Objective	#	Performance Measure	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
<b>Bridge and improve effective &amp; efficient operational processes and accountability</b>	1	Percent of board members completing annual training requirements <small>GSBA Training Records</small>	100%	100%	100%	100%	100%	
	2	Board members review their Code of Ethics on annual basis <small>BOE Meeting Minutes</small>	Yes	Yes	Yes	Yes	Yes	
	3	Budget presented annually for BOE approval by June 30 <small>BOE Meeting Minutes</small>	Yes	Yes	Yes	Yes	Yes	
	4	Compliance with notification of budget-related items in county legal organ <small>Copies of notices</small>	No	Yes	Yes	Yes	Yes	
	5	Annual training for principals, department heads, and school bookkeepers on financial procedures <small>Meeting Agendas and Sign-In Sheets</small>	Yes	Yes	Yes	Yes	Yes	

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STRATEGIC GOAL AREA II : ORGANIZATIONAL & OPERATIONAL EFFECTIVENESS								
Performance Objective	#	Performance Measure	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
<b>Bridge and improve effective &amp; efficient operational processes and accountability</b>	6	Monthly financial reports for stakeholders <small>BOE Meeting Minutes</small>	Yes	Yes	Yes	Yes	Yes	
	7	Year-end general fund balance increase <small>EOY financial statements</small>	Yes	Yes	Yes	Yes	Yes	
	8	Number of findings in Georgia Department of Audits annual report <small>DOA Report</small>	0	0	0	0	0	
	9	Percent of students participating in school nutrition program <small>System Data</small>	NA	48% <small>Breakfast</small>	48% <small>Breakfast</small>	48% <small>Breakfast</small>	51% <small>Breakfast</small>	
				75% <small>Lunch</small>	69% <small>Lunch</small>	66% <small>Lunch</small>	69% <small>Lunch</small>	
10	Code of Conduct reviewed and revised annually by May 1 <small>Meeting Minutes</small>	Yes	Yes	Yes	Yes	Yes		

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<b>STRATEGIC GOAL AREA II : ORGANIZATIONAL &amp; OPERATIONAL EFFECTIVENESS</b>								
Performance Objective	#	Performance Measure	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
<b>Develop &amp; implement a plan for instructional technology</b>	1	LoTi survey score <small><i>LoTi Report</i></small>	District LoTi Score NA	District LoTi Score 2	District LoTi Score 2	District LoTi Score 2	District LoTi Score 3	
	2	Ratio of MCSS-owned technology available to students <small><i>GaDOE Technology Survey</i></small>	1.89 students per device	2.32 students per device	1.90 students per device	1.58 students per device	1.35 students per device	
	3	Number of professional learning opportunities for teachers concerning technology integration <small><i>System Professional Learning Schedule</i></small>	7	9	19	23	24	

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STRATEGIC GOAL AREA III : HUMAN RESOURCES DEVELOPMENT								
Performance Objective	#	Performance Measure	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
<b>Recruit highly qualified and diversified faculty and staff</b>	1	Percent of new professionally qualified/diverse applicants <small>HR Data from New Hires/Board Meeting Minutes</small>	Fall	24%	32%	29%	29%	32%
			Spring	35%	29%	27%	35%	38%
	2	Percent of recruitment done at HBCU's <small>HR Recruitment Visits</small>	43%	57%	25%	29%	32%	
	3	Number of universities with a MOU on file with the MCSD <small>MOUs on File</small>	12	10	15	15	15	
	4	Percent of faculty/staff meeting professional qualifications under Title I <small>PQ Report</small>	NA	NA	NA	Not Available from GaPSC HiQ Report Replaced with PQ	100%	
	5	System recruitment team attends no less than 5 recruitment fairs <small>Recruitment Registration Records</small>	Yes	Yes	Yes	Yes	Yes	
<b>Retain PQ, effective and professional staff</b>	1	Percent of teachers at Level III or Level IV on TKES Teacher Assessment of Performance Standards summative rating <small>System TKES Summative Assessment TAPS Report</small>	97.93%	96.36%	97.04%	98.48%	98%	
	2	Percent of new teachers participating in Mentor Academy <small>HR Data from Mentor Academy</small>	82%	86%	91%	95%	96%	
	3	Percent of teachers retained in the system annually <small>HR Data from Board Meeting Minutes</small>	84%	84%	81%	81.37%	85%	

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STRATEGIC GOAL AREA III : HUMAN RESOURCES DEVELOPMENT								
Performance Objective	#	Performance Measure	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
<b>Refine highly effective and accountable workforce through professional learning opportunities</b>	1	Number of opportunities to participate in degree programs on MCSD campuses <i>MOUs on File</i>	NA	NA	NA	NA	Reading Endorsement with AU	
	2	Number of job-embedded professional learning courses offered annually <i>System Professional Learning Schedule, July 1-June 30</i>	62	69	99	102	105	
	3	Annual training requirements met for bus drivers and students <i>Agendas, Sign-In Sheets, Training Materials</i>	Yes	Yes	Yes	Yes	Yes	
	4	Annual training requirements met for school nutrition employees <i>Training records</i>	NA	Yes <i>New SBOE Rule</i>	Yes	Yes	Yes	
	5	Annual training requirements met for system employees with regard to Code of Ethics for Georgia Educators, suicide prevention, and mandatory child abuse reporting <i>Training agendas</i>	Yes	Yes	Yes	Yes	Yes	

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STRATEGIC GOAL AREA IV : STAKEHOLDER ENGAGEMENT								
Performance Objective	#	Performance Measure	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
<b>Increase quality family engagement</b>	1	Increase of 3% annually the response rate on the fall and spring parent surveys <small>Title I/Title II Annual Parent Surveys</small>	Fall	29.2%	37.1%	38.67%	48.05%	51%
			Spring	22.2%	19.4%	18.35%	15.36%	18%
	2	Number of parent engagement opportunities promoting student achievement <small>System Activity Calendar (Parent Engagement Activities, School Council, PTO, Conferences)</small>	62	95	98	106	109	
	3	Family perception of involvement in development and review of system/school improvement plan and parent policy: % responding agree to strongly agree <small>Title I/Title II Annual Parent' Spring Surveys</small>	94.76%	93.67%	93.85%	91.50%	92%	
<b>Develop meaningful business &amp; community relationships</b>	1	Student mentorships / internships / apprenticeships with local businesses, civic and community-based organizations <small>Work-Based Learning Enrollment Reports (YAP, DCT, clinical rotations, training sites)</small>	137	147	176	229	232	
	2	Community-based partnerships (i.e., mentoring, tutoring, volunteering) within district <small>Reports of Participation/Meeting Minutes</small>	3 2 Good News Springfield	4 2 Good News Springfield FUMC	5 2 Good News Springfield, BGC, Y	7 2 Good News Springfield, BGC, Y, 4-H, Youth Leadership McDuffie	7	
	3	Annual meeting with early learning partners <small>Reports of Participation/Meeting Minutes</small>	Yes	Yes	No <small>(Scheduled but consultant could not attend)</small>	No <small>(Scheduled but consultant could not attend)</small>	Yes	

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STRATEGIC GOAL AREA IV : STAKEHOLDER ENGAGEMENT								
Performance Objective	#	Performance Measure	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
<b>Promote transparent and timely communication among all stakeholders</b>	1	Family perception of timely and regular communication about upcoming school events: % responding agree to strongly agree <small><i>Title I/Title II Annual Parent Spring Surveys</i></small>	94.54%	92.33%	92.03%	87.37%	90%	
	2	Family perception of communication regarding student progress in school: % responding agree to strongly agree <small><i>Title I/Title II Annual Parent Spring Surveys</i></small>	96.37%	95.73%	96.17%	94.88%	95%	
	3	Number of website “hits” <small><i>Number of Page Views of System Website Reported by Edlio</i></small>	404,581	449,116	486,062 <small><i>as of 5/31/17</i></small>	358,927 <small><i>Views as of 6/17/18 new website activated in January 2018</i></small>	500,000	
	4	Number of Facebook “likes” <small><i>System Facebook Page Likes</i></small>	NA	1,522	1,802	2,209 <small><i>as of 6/17/18</i></small>	2,300	

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Performance Objective	#	Performance Measure	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
<b>Ensure a nurturing environment for all stakeholders</b>	1	<b>Faculty / staff attendance rate</b> <small>AESOP Reports of Number of Absences (Personal, Sick, Bereavement) Divided by Total Possible Work Days.                      CCRPI School Climate Reports</small>	95.1% AESOP	95.5% AESOP	93.17% AESOP as of 5/31/17	94.8% AESOP as of 6/21/18	95%	
	2	<b>Student attendance rate</b> <small>CCRPI System Report</small> Note: FY14 – Calculation based on fewer than 15 days absent; FY15 – Calculation based on fewer than 6 days absent FY18 – Calculation based on percent of students with fewer than 10% of enrolled days absent	K-5 57.56%	58.17%	51.85%	89.30%	54%	
			6-8 53.18%	54.48%	56.16%	85.31%	59%	
			9-12 49.36%	53.85%	50.16%	79.76%	53%	
	3	<b>School Star Climate Ratings as measured by CCRPI</b> <small>CCRPI School Reports</small>	DES 4	5	4	5	5	
			MES 4	5	4	5	5	
			TES 4	4	3	NA	4	
			NES 2	2	2	3	3	
			TMMS 3	3	3	3	4	
			THS 3	2	3	2	4	

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