

## Ware County Schools Balanced Scorecard-Comprehensive Needs Assessment

Ware County Schools Balanced Scorecard-Comprehensive Needs Assessment												
Strategic Goal	Strategic Objective	Performance Objective	Performance Measure	Unit of Measure	Baseline (2012-13)	Target			Actual			Initiatives
						2014	2015	2016	2014	2015	2016	
						Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	
To successfully educate all students	Improve Curriculum	1.1 Update on-line standards for English Language Arts/Reading, Math, Science, and Social Studies, K-12 (Pacing Guides, Unit Plans). Implement Common Core Georgia Performance Standards.	1.1a. Prioritized curriculum pacing guides online K-8	Formative Assessments	100%	100	100%	100%	100%			System Unit Planning Teams
	Mastery		1.1b. Unit Plans online K-8	Revised Unit Plans	100%	100	100%	100%	100%			System Unit Planning Teams
			1.1c. Integration of performance tasks K-12, FALS	Formative Assessments	80%	100	100%	100%	100%			Use of State Frameworks, FALS
			1.1e. Revised Curriculum pacing guides online for ELA & MathCCGPS	Realignment of Pacing Guides	100%	100%	100%	100%	100%			Use of State Pacing Guides with district revisions
			1.1f. Revised Unit Plans online for CCGPS in ELA and Math	Realignment of Unit Plans	100%	100%	100%	100%	100%			Use of State Unit Plans with district revisions
			1.1g. Integrate 21st Century Activities within Units	Additions to Lesson Plans	80%	90%	100%	100%	90%			Use of 21st Century professional learning
	Improve Instructional	1.2 Establish baseline data from 2011-12, 2012-13, and 2013-14 then develop strategies for improvement for 2014-15 that align with expected improvement/Student Growth Models based on CCRPI reports and with the Teacher Keys Effectiveness System	1.2a. Graduation Rate	% of students graduating in four years	82.6%	79.0%	80.0%	81.0%	n/a*			5-year Cohort Tracking
	Delivery Process		1.2b. Grade 5 Writing Assessment	% meeting or exceeding standards	84.0%	86.0%	88.0%	90.0%	88.0%			6+1 Traits Writing
			1.2c. Grade 8 Writing Assessment	% meeting or exceeding standards	86.0%	88.0%	90.0%	92.0%	75.0%			6+1 Traits Writing
			1.2d. GHSWT (All Group-All Test Takers)	% meeting or exceeding standards	99.0%	100.0%	100.0%	100.0%	92.0%			Writing Across the Curriculum
			1.2e. CRCT Grades 3-8 Reading (All Group)	% meeting or exceeding standards	97.3%	98.0%	98.0%	98.0%	93.8%			Accelerated Reader/STAR
			1.2f. CRCT Grades 3-8 ELA (All Group)	% meeting or exceeding standards	95.5%	96.0%	97.0%	98.0%	95.2%			Collaborative Instructional Planning
			1.2g. CRCT Grades 3-8 Mathematics (All Group)	% meeting or exceeding standards	89.5%	90.0%	91.0%	92.0%	91.8%			CCGPS Training (Differentiation Training)
			1.2h. CRCT Grades 3-8 Science (All Group)	% meeting or exceeding standards	86.3%	87.0%	88.0%	89.0%	87.7%			Collaborative Instructional Planning
			1.2i. CRCT Grades 3-8 Social Studies (All Group)	% meeting or exceeding standards	87.2%	88.0%	89.0%	90.0%	89.0%			Collaborative Instructional Planning
			1.2j. EOCT 9th Grade Lit/Comp (All Group)	% meeting or exceeding standards	85.0%	86.7%	88.1%	89.6%	88.0%			Talent Development Model
			1.2k. EOCT American Literature (All Group)	% meeting or exceeding standards	90.0%	90.8%	91.8%	92.8%	39.0%			Professional Learning Communities
			1.2l. EOCT Coordinate Algebra (All Group)	% meeting or exceeding standards	39.0%	45.0%	50.0%	55.0%	41.0%			Learning Focused Strategies
			1.2m. EOCT Analytical Geometry (All Group)	% meeting or exceeding standards	n/a	TBD	TBD	TBD	64.0%			Differentiated Instruction
			1.2n. EOCT Biology (All Group)	% meeting or exceeding standards	72.5%	77.0%	79.5%	82.1%	90.0%			Academic/CTAE infusion in pathways
	1.2o. EOCT Physical Science (All Group)	% meeting or exceeding standards	78.5%	81.3%	83.3%	85.4%	88.0%			Standards-based Classroom Instruction		
	1.2p. EOCT U.S. History (All Group)	% meeting or exceeding standards	68.5%	73.8%	76.7%	79.6%	79.0%			Credit Repair/Recovery Programs		
	1.2q. EOCT Economics (All Group)	% meeting or exceeding standards	77.5%	79.5%	81.8%	84.1%	97.0%			Collaborative Instructional Planning		
			*Not yet available									
	Reduce the Achievement Gap	1.5 Reduce the achievement gap	Center Elementary School	CCRPI Progress Points	18.9	25.0	25.0	25.0	18.9			Progress Monitoring

	<p>between subgroups as measured by an increase the CCRPI Progress/Achievement Gap score.</p>	Memorial Drive Elementary School	CCRPI Progress Points	16.6	25.0	25.0	25.0	16.6			Prioritized System Pacing Guides
		Ruskin Elementary School	CCRPI Progress Points	18.4	25.0	25.0	25.0	18.4			Common Unit Plans
		Wacona Elementary School	CCRPI Progress Points	16.2	25.0	25.0	25.0	16.2			Differentiated Instruction
		Waresboro Elementary School	CCRPI Progress Points	18.2	25.0	25.0	25.0	18.2			Flexible Grouping for Instruction
		Williams Heights Elementary School	CCRPI Progress Points	16.2	25.0	25.0	25.0	16.2			Use of Benchmark Work Samples
		Ware County Middle School	CCRPI Progress Points	17.2	25.0	25.0	25.0	17.2			Formative Asessments
		Waycross Middle School	CCRPI Progress Points	15.6	25.0	25.0	25.0	15.6			Math Facts Assessments
		Ware County High School	CCRPI Progress Points	16.4	25.0	25.0	25.0	16.4			
Increase Student Engagement	<p>1.6 Implement specific instructional strategies based on 'best practices' such as standards-based instruction and Learning Focused Strategies, at each school K-12 to reduce the</p>	Center Elementary School	CCRPI Achievement Gap Points	15.0	15.0	15.0	15.0	15.0			Enterprise Math
		Memorial Drive Elementary School	CCRPI Achievement Gap Points	7.0	15.0	15.0	15.0	7.0			Math Facts in a Flash
		Ruskin Elementary School	CCRPI Achievement Gap Points	10.0	15.0	15.0	15.0	10.0			Classworks
		Wacona Elementary School	CCRPI Achievement Gap Points	5.0	15.0	15.0	15.0	5.0			Accelerated Math
		Waresboro Elementary School	CCRPI Achievement Gap Points	8.0	15.0	15.0	15.0	8.0			Math Facts Assessments
Improve Instructional		Williams Heights Elementary School	CCRPI Achievement Gap Points	10.0	15.0	15.0	15.0	10.0			Math Adoption - Elementary

Delivery Process	performance gap for the identified student subgroups in each grade level.	Ware County Middle School	CCRPI Achievement Gap Points	12.0	15.0	15.0	15.0	12.0			Math Adoption - Middle Schools
Improve Curriculum Mastery		Waycross Middle School	CCRPI Achievement Gap Points	5.0	15.0	15.0	15.0	5.0			Academy of Math
		Ware County High School	CCRPI Achievement Gap Points	7.5	12.0	12.0	12.0	7.5			Numbers World
Improve Curriculum Mastery	1.6 Implement specific instructional strategies based on 'best practices' such as standards-based instruction and Learning Focused Strategies, at each school K-12 to reduce the performance gap for the identified student subgroups in each grade level.	1.6a.CRCT Math, Grades 3-8, SWD subgroup	% meeting or exceeding standards	70.0%	72.9%	75.9%	78.9%	73.5%			Pyramid of Interventions/RTI
		1.6b.CRCT Science, Grades 3-8, SWD subgroup	% meeting or exceeding standards	58.0%	64.4%	68.3%	72.3%	61.0%			Progress Monitoring
		1.6c.CRCT Social Studies, Grades 3-8, SWD subgroup	% meeting or exceeding standards	40.7%	62.2%	66.4%	70.6%	58.0%			Flexible Grouping for Instruction
		1.6d. EOCT 9th Lit/Comp, SWD subgroup	% meeting or exceeding standards	63.0%	64.0%	66.1%	70.3%	68.0%			Standards-based Classroom Instruction
		1.6e. EOCT Coordinate Algebra, SWD subgroup	% meeting or exceeding standards	n/a	9.6%	20.9%	32.2%	10.0%			Professional Learning Communities
		1.6f. EOCT Coordinate Algebra, Black subgroup	%meeting or exceeding standards	n/a	21.1%	31.1%	40.8%	19.0%			Differentiated Instruction
		1.6g. EOCT Analytic Geometry, SWD subgroup*	% meeting or exceeding standards	n/a	n/a	n/a	n/a	17.0%			Performance Tasks
		1.6h. EOCT Analytic Geometry, Black subgroup*	%meeting or exceeding standards	n/a	n/a	n/a	n/a	26.0%			5 year Cohort Tracking
		1.6jiEOCT Biology, SWD subgroup	% meeting or exceeding standards	40.0%	55.1%	60.1%	65.1%	64.0%			Collaborative Instructional Planning
Improve Instructional Delivery Process		1.6j. EOCT Physical Science, Black subgroup	% meeting or exceeding standards	65.0%	72.4%	75.5%	78.5%	78.0%			Use of State Unit Plans
		1.6k. EOCT U.S. History, SWD subgroup	% meeting or exceeding standards	29.5%	56.3%	61.1%	66.0%	67.0%			Night School/Flex School/Ombudsman
		*Not yet available									Credit Repair/Recovery Programs
Reduce the Achievement Gap											
	1.10. Track, review, and implement strategies that will improve student discipline.	Center Elementary School	EOY Discipline Data Analysis**	n/a							Community Outreach Workers
		Memorial Drive Elementary School	EOY Discipline Data Analysis**	n/a							Automated Calling System
Improve Curriculum Mastery		Ruskin Elementary School	EOY Discipline Data Analysis**	n/a							Attendance Incentives
		Wacona Elementary School	EOY Discipline Data Analysis**	n/a							Implement High 5 As and Bs
		Waresboro Elementary School	EOY Discipline Data Analysis**	n/a							Detail Discipline Data Analysis
Increase Student Engagement		Williams Heights Elementary School	EOY Discipline Data Analysis**	n/a							
		Ware County Middle School	EOY Discipline Data Analysis**	n/a							
Improve the Completion Rate		Waycross Middle School	EOY Discipline Data Analysis**	n/a							
		Ware County High School	EOY Discipline Data Analysis**	n/a							
		System	EOY Discipline Data Analysis**	n/a							
		**Discipline reporting-Baseline data will be established in SY14 which should be reported as the Total Referrals for the school year. Targets should be set to show growth in reduction of Total Referrals annually. An analysis of discipline referrals according to discipline codes will become active in SY15. Bus referrals are excluded.									
Insure Safe and Well Maintained Facilities		DAFFODIL	Rating Scale	90.2%	100.0%	100.0%	100.0%	n/a*			
		Center Elementary School	Rating Scale	90.2%	100.0%	100.0%	100.0%	n/a*			Define the scope of expected work for custodians and develop levels of performance for standard tasks.
		Memorial Drive Elementary School	Rating Scale	100.0%	100.0%	100.0%	100.0%	n/a*			

To provide clean, safe, and orderly educational facilities that facilitate learning.		3.2 Continue rating scale to evaluate the cleanliness of every school and hire and maintain adequate staff to maintain system facilities. (SY12 data)	Ruskin Elementary School	Rating Scale	95.3%	100.0%	100.0%	100.0%	n/a*			
			Wacona Elementary School	Rating Scale	94.9%	100.0%	100.0%	100.0%	n/a*			
			Waresboro Elementary School	Rating Scale	93.2%	100.0%	100.0%	100.0%	n/a*			
			Williams Heights Elementary School	Rating Scale	94.0%	100.0%	100.0%	100.0%	n/a*			
			Ware County Middle School	Rating Scale	91.0%	100.0%	100.0%	100.0%	n/a*			
			Waycross Middle School	Rating Scale	93.2%	100.0%	100.0%	100.0%	n/a*			
			Ware County High School	Rating Scale	89.7%	100.0%	100.0%	100.0%	n/a*			
			Central Office	Rating Scale	90.6%	100.0%	100.0%	100.0%	n/a*			
			**Facilities Ratings were on hold FY14; FY15 continuing									
stability	Ensure Effective/Efficient Business Processes	4.3 Provide monthly update on the current Sales Tax for Education (ESPLOST III and IV) projects Also (ESPLOST III and IV) projects. Also, provide monthly detail of ESPLOST revenues received by the school district.	4.2 Develop project flowcharts that include rankings for the completion of each project.	Measure by Monthly Postings	100%	100%	100%	100%	100%			Maintain nfinite Campus Implementation
											Maintain 21st Century Classrooms Maintain 21st Century Classrooms	
To provide fiscal accoun to Ware County citize n												
												Implement Color Coded Budget Spreadsheets
	Ensure Effective/Efficient Business Processes	4.5 Post monthly/annual financial reports for the Board of Education. Post Annual Audit Reports.	4.5 Provide both oral and written reports to the BOE	Measure by Monthly Postings	100%	100%	100%	100%	100%			Posted Financial Reports