

Atlanta Public Schools 2012-2017 District Balanced Scorecard

Perspective	Objective	Objective Owner (Division)	Performance Measure	Data Availability	Unit of Measure	Actual	Target	Target	Target	Target	Target			
						2011-12	2012-13	2013-14	2014-15	2015-16	2016-17			
1.0 Students, Stakeholders and The Learning Environment	1.1 Improve Student Achievement	Curriculum & Instruction	Student Achievement – CRCT (1.1.1)	Annually	% of students in traditional schools meeting and exceeding state standards on the CRCT (grades 3-8)							In 2014-2015, the unit of measure will change - based on implementation of national Common Core assessments (PARCC).		
					Reading (1.1.1-a)	M/E	57% / 31%	59% / 32%	61% / 33%					
						Total	88%	91%	94%					
					English Language Arts (1.1.1-b)	M/E	57% / 31%	59% / 32%	61% / 33%					
						Total	88%	91%	94%					
					Mathematics (1.1.1-c)	M/E	45% / 24%	47% / 25%	49% / 26%					
						Total	69%	72%	75%					
					Science (1.1.1-d)	M/E	39% / 25%	41% / 26%	43% / 27%					
			Total	64%		67%	70%							
			Social Studies (1.1.1-e)	M/E	39% / 24%	41% / 25%	43% / 26%							
				Total	63%	66%	69%							
			Student Achievement - End of Course Test (EOCT) (1.1.2)	Annually	% of students in traditional schools passing the EOCT (grades 9-12)							The 2012-13 year is baseline for CCGPS Coordinate Algebra. In 2013-14, Mathematics II will change to CCGPS Analytic Geometry as a baseline year. In 2014-15 other EOCT subject names may also change, based on implementation of national Common Core assessments (PARCC).		
					CCGPS Coordinate Algebra (1.1.2-a)	N/A	Baseline year	TBD						
					Mathematics II (1.1.2-b)	31%	33%	Baseline year						
					9th Grade Literature and Composition (1.1.2-c)	69%	71%	73%						
					American Literature and Composition (1.1.2-d)	81%	83%	85%						
					Physical Science (1.1.2-e)	59%	61%	63%						
Biology (1.1.2-f)	53%	55%			57%									
U. S. History (1.1.2-g)	57%	59%			61%									
Economics (1.1.2-h)	68%	70%	72%											
Students Enrolled - Advanced Placement Classes (1.1.3)	Annually	% of students in traditional schools enrolled in Advanced Placement classes (grades 10-12)	37%	39%	41%	43%	45%	47%						
Student Achievement - Advanced Placement Classes (1.1.4)	Annually	% of students in traditional schools scoring 3 or greater on Advanced Placement exams	32%	34%	36%	39%	42%	45%						
Student Attendance (1.1.5)	Quarterly	% of students in traditional schools who are absent less than 10 days	73%	75%	77%	79%	81%	85%						
Graduation Rate (1.1.6)	Annually	% of all students (including ESOL, students with disabilities, etc.) who graduated with a regular diploma within 5 years	Current and future year targets will be set after release of 2011-2012 actuals by the GA DOE.											

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1.0 Students, Stakeholders and The Learning Environment	1.2 Improve Teacher and Leader Effectiveness	Curriculum & Instruction	Teacher Effectiveness (1.2.1)	Annually	% of teachers with a Teacher Effectiveness Measure (TEM) of Effective and Highly Effective	N/A	Baseline year	Future year targets will be set at the end of the 2012-2013 school year.			
			Leader Effectiveness (1.2.2)	Annually	% of leaders with a Leader Effectiveness Measure (LEM) of Effective and Highly Effective	N/A	Baseline year	Future year targets will be set at the end of the 2012-2013 school year.			
	1.3 Implement Rigorous and Relevant Curriculum	Curriculum & Instruction	Rigorous and Relevant Curriculum (1.3.1)	Annually	% of students entering State of Georgia colleges without the need of academic support	Current and future year targets will be set in January 2013 after calculation of 2011-2012 actuals by the GA DOE.					
			Student Inclusion (1.3.2)	Annually	% of students with disabilities who spend at least 80% of their school day in general education environments	48%	51%	55%	59%	63%	63%
	1.4 Increase Student, Parent and Community Engagement	Associate Superintendent	Parent/Community Outreach and Engagement (1.4.1)	Quarterly	% of satisfactory and above ratings for local school and district parent/community outreach and engagement on the quarterly stakeholder survey	N/A	70%	78%	82%	87%	90%
		Curriculum & Instruction	Student Engagement (1.4.2)	Annually	% of satisfactory and above student engagement responses on the Teacher Keys Student Survey	N/A	Baseline year	Future year targets will be set at the end of the 2012-2013 school year.			
1.5. Ensure safe and supportive learning environments	Curriculum & Instruction	School Safety (3.1.1)	Annually	% of stakeholders (student, teachers, parents and community, etc.) whose perception of safety in APS schools was rated satisfactory and above on the quarterly stakeholder survey	N/A	70%	78%	82%	87%	90%	
2.0 Leadership and Talent Development	2.1 Increase Employee Capacity and Leadership	Curriculum & Instruction	Professional Learning (2.1.1)	Quarterly	% of employees compliant with the policy requiring 20 hours of training annually	N/A	Baseline year	100%	100%	100%	100%
		Technology	Technology to Support Teaching and Learning (2.1.2)	Annually	% of teachers scoring an average of 4 and above on the instructional technology proficiency assessment	N/A	Baseline year	60%	75%	90%	100%
	2.2 Improve Recruitment, Selection and Retention of Highly Effective Staff	Human Resources	Novice Teacher (0-3) Years Retention (2.2.1)	Annually	% of effective novice classroom teachers (0-3 years) retained, excluding TFA and terminations	61%	64%	69%	74%	79%	84%
			Effective Teacher Retention (2.2.2)	Annually	% of effective classroom teachers retained	N/A	Baseline year	Future year targets will be set at the end of the 2012-2013 school year.			
			Teacher/Leader Vacancies (2.2.3)	Annually	# of vacant teacher and school leader positions on Day One	22	10	0	0	0	0
2.3 Promote a Culture of Alignment, Ethics and Accountability	Organizational Advancement	Ethics (2.3.1)	Quarterly	Number of ethics complaints recommended for investigation	375	275	250	200	150	125	

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3.0 Financial and Operational Systems and Support	3.1 Ensure Fiscal Responsibility and Stability	Finance	Discretionary Revenue (3.1.1)	Quarterly	Amount of discretionary revenue generated	N/A	Baseline year	Future year targets will be set at the end of the 2012-2013 school year.			
	3.2 Improve Efficiency, Service Levels and Effectiveness of District Operations and Business Processes	Organizational Advancement	Customer Service (3.2.1)	Quarterly	% of district business units receiving a customer service rating of satisfactory and above on the quarterly stakeholder survey	N/A	75%	80%	85%	90%	95%
	3.3 Strategically Manage and Leverage Technology	Technology	Student Online Learning (3.3.1)	Quarterly	% of students accessing online courses, including credit recovery	N/A	Baseline year	Future year targets will be set at the end of the 2012-2013 school year.			