

# Houston County Balanced Scorecard

Goal Area	Performance Objective	Row #	Performance Measures	Houston Co			State of GA		
				06/07	07/08	08/09	06/07	07/08	08/09
Student Achievement	1.1: Ensure mastery of Standards	1	1.1.A: % of students graduating from the Houston County School System (from system AYP report including summer graduates)	78.2%	82.9%	81.0%	72.3%	75.4%	78.9%
		2	1.1.A: % of schools meeting Adequate Yearly Progress (AYP) status	96.9%	94.3%	100%	82.2%	79.9%	85.96%
		3	1.1.A: % of employees utilizing standards implementation resources on SharePoint	N/A	N/A	N/A			
		4	1.1.A: % of content areas with grade level curriculum documents	N/A	N/A	100%			
		5	1.1.C: % of all students meeting or exceeding standards on CRCT Reading (DOE State Summary)						
		6	All students grades 1-8 Reading	90.9%	92.7%	93.2%	87.4%	89.4%	89.7%
		7	3rd Grade Reading	88.0%	92.0%	93.0%	85.0%	87.0%	88.0%
		8	5th Grade Reading	90.0%	92.0%	92.0%	86.0%	88.0%	88.0%
		9	8th Grade Reading	93.0%	95.0%	95.0%	88.0%	90.0%	93.0%
		10	1.1.C: % of all students meeting or exceeding standards on CRCT Math (DOE State Summary)						
		11	All students grades 1-8 Math	87.2%	83.3%	86.5%	80.2%	74.3%	79.4%
		12	3rd Grade Math	93.0%	80.0%	86.0%	91.0%	70.0%	78.0%
		13	5th Grade Math	93.0%	86.0%	88.0%	88.0%	71.0%	79.0%
		14	8th Grade Math	92.0%	78.0%	81.0%	81.0%	62.0%	70.0%
		15	1.1.C: % of grade 11 first-time test takers passing the GHS GT (DOE State Summary)						
		16	English/Language Arts	97.0%	93.0%	95.0%	96.0%	90.0%	90.0%
		17	Math	95.0%	95.0%	97.0%	92.0%	92.0%	94.0%
		18	Science	81.0%	91.0%	93.0%	74.0%	86.0%	88.0%
		19	Social Studies	92.0%	93.0%	93.0%	87.0%	86.0%	87.0%
		20	Writing		90.0%	91.0%		89.0%	91.0%
		21	1.1.C: % of students meeting or exceeding standards on EOCT assessments (DOE State Summary)						
		22	9th grade Literature	72.0%	78.0%	82.0%	68.0%	73.0%	76.0%
		23	American Literature	85.0%	87.0%	91.0%	81.0%	84.0%	86.0%
		24	Math 1	N/A	N/A	NA	N/A	N/A	NA
		25	Algebra 1	73.0%	69.0%	29.0%	65.0%	55.0%	40.0%
		26	Geometry	84.0%	77.0%	69.0%	63.0%	61.0%	47.0%
		27	Physical Science	75.0%	71.0%	78.0%	62.0%	63.0%	67.0%
		28	Biology	63.0%	68.0%	73.0%	58.0%	61.0%	64.0%
		29	US History	77.0%	69.0%	67.0%	71.0%	58.0%	60.0%
		30	Economics	70.0%	71.0%	70.0%	67.0%	69.0%	68.0%
		31	1.1.C: % of kindergarten students meeting or exceeding standards on GKIDS						
		32	ELA	N/A	N/A	80.1%	N/A	N/A	N/A
		33	Math	N/A	N/A	84.6%	N/A	N/A	N/A
1.2: Guarantee Student Success	34	1.2.A: % of Elementary School Retentions	N/A	1.7%	1.6%	N/A	N/A	N/A	
	35	1.2.A: % of Middle School Retentions	N/A	2.8%	1.9%	N/A	N/A	N/A	
	36	1.2.A: % of students earning a qualifying score of 3,4, or 5 on Advanced Placement exam	53%	57%	55%	N/A	N/A	N/A	
	37	1.2.A: Total # of student enrollment in Advanced (AP) Placement courses	1103	1215	1255	N/A	N/A	N/A	
	38	1.2.B: % of 9th graders on track to graduate (DOE Scoreboard)	72.5%	79.8%	Pending	64.0%	67.6%	Pending	

Goal Area #	Performance Objective	Row #	Performance Measures	Houston Co			State of GA				
				06/07	07/08	08/09	06/07	07/08	08/09		
Student Achievement	1.3: Close the Achievement Gap between subpopulations	39	1.3.A: % of sub-populations meeting or exceeding standards on CRCT Reading (DOE State Summary/ ED Data from State of GA K-12 Report Card)								
		40	3rd grade White students	91.0%	96%	95.0%	92.0%	93.0%	97.0%		
		41	3rd grade African-American students	80.0%	85%	88.0%	78.0%	81.0%	82.0%		
		42	3rd grade Economically Disadvantaged (ED) students	81.0%	94%	95.0%	78.0%	89.0%	90.0%		
		43	3rd grade Students with Disabilities (SWD) students	79.0%	84%	80.0%	68.0%	69.0%	68.0%		
		44	3rd grade English Language Learner (ELL) students	82.0%	93%	89.0%	59.0%	73.0%	76.0%		
		45	5th grade White students	95.0%	95%	96.0%	92.0%	93.0%	93.0%		
		46	5th grade African-American students	82.0%	87%	86.0%	78.0%	81.0%	82.0%		
		47	5th grade Economically Disadvantaged (ED) students	82.0%	94%	94.0%	79.0%	89.0%	90.0%		
		48	5th grade Students with Disabilities (SWD) students	73.0%	71%	69.0%	64.0%	61.0%	63.0%		
		49	5th grade English Language Learner (ELL) students	66.0%	73%	73.0%	57.0%	63.0%	65.0%		
		50	8th grade White students	96.0%	97%	97.0%	94.0%	95.0%	96.0%		
		51	8th grade African-American students	88.0%	91%	91.0%	83.0%	86.0%	89.0%		
		52	8th grade Economically Disadvantaged (ED) students	85.0%	94%	96.0%	83.0%	90.0%	93.0%		
		53	8th grade Students with Disabilities (SWD) students	68.0%	76%	77.0%	61.0%	64.0%	69.0%		
		54	8th grade English Language Learner (ELL) students	57.0%	75%	82.0%	49.0%	53.0%	66.0%		
		55	1.3.A: % of sub-populations meeting or exceeding standards on CRCT Math (DOE State Summary/ ED Data from State of GA K-12 Report Card))								
		56	3rd grade White students	95.0%	87.0%	91.0%	94.0%	81.0%	87.0%		
		57	3rd grade African-American students	89.0%	66.0%	90.0%	85.0%	58.0%	67.0%		
		58	3rd grade Economically Disadvantaged (ED) students	89.0%	70.0%	79.0%	86.0%	60.0%	70.0%		
		59	3rd grade Students with Disabilities (SWD) students	80.0%	59.0%	63.0%	73.0%	46.0%	52.0%		
		60	3rd grade English Language Learner (ELL) students	91.0%	77.0%	80.0%	76.0%	52.0%	63.0%		
		61	5th grade White students	96.0%	91.0%	92.0%	94.0%	80.0%	86.0%		
		62	5th grade African-American students	90.0%	78.0%	82.0%	82.0%	61.0%	71.0%		
		63	5th grade Economically Disadvantaged (ED) students	89.0%	88.0%	93.0%	83.0%	77.0%	82.0%		
		64	5th grade Students with Disabilities (SWD) students	73.0%	56.0%	53.0%	63.0%	39.0%	47.0%		
		65	5th grade English Language Learner (ELL) students	83.0%	69.0%	67.0%	70.0%	48.0%	59.0%		
		66	8th grade White students	94.0%	84.0%	86.0%	89.0%	73.0%	79.0%		
		67	8th grade African-American students	87.0%	66.0%	72.0%	72.0%	49.0%	58.0%		
		68	8th grade Economically Disadvantaged (ED) students	87.0%	88.0%	84.0%	73.0%	69.0%	71.0%		
		69	8th grade Students with Disabilities (SWD) students	68.0%	43.0%	48.0%	45.0%	27.0%	34.0%		
		70	8th grade English Language Learner (ELL) students	63.0%	66.0%	42.0%	52.0%	37.0%	45.0%		
		Goal Area #	Performance Objective	Row #	Performance Measures	Houston Co			State of GA		
						06/07	07/08	08/09	06/07	07/08	08/09
		Student Achievement	1.3: Close the Achievement Gap between subpopulations	71	1.3.A: % of sub-populations meeting or exceeding standards on the GHSGT(State of GA K-12 Report Card 06-07)						
72	English GHSGT White students			84.0%	95.0%	95.0%	98.0%	94.0%	93.0%		
73	English GHSGT African-American students			58.0%	87.0%	83.0%	93.0%	84.0%	81.0%		
74	English GHSGT Economically Disadvantaged (ED) students			93.0%	86.0%	92.0%	93.0%	84.0%	87.0%		
75	English GHSGT Students with Disabilities (SWD) students			N/A	59.0%	68.0%	N/A	56.0%	56.0%		
76	English GHSGT English Language Learners (ELL) students			N/A	58.0%	83.0%	N/A	54.0%	59.0%		
77	Math GHSGT White students			97.0%	96.0%	97.0%	95.0%	95.0%	96.0%		
78	Math GHSGT African-American students			84.0%	86.0%	88.0%	81.0%	82.0%	84.0%		
79	Math GHSGT Economically Disadvantaged (ED) students			93.0%	90.0%	95.0%	86.0%	88.0%	91.0%		
80	Math GHSGT Students with Disabilities (SWD) students			N/A	68.0%	69.0%	N/A	59.0%	63.0%		
81	Math GHSGT English Language Learners (ELL) students			N/A	67.0%	92.0%	N/A	80.0%	83.0%		
82	Science GHSGT White students			84.0%	94.0%	94.0%	80.0%	92.0%	92.0%		
83	Science GHSGT African-American students			54.0%	79.0%	81.0%	51.0%	75.0%	76.0%		
84	Science GHSGT Economically Disadvantaged (ED) students			68.0%	80.0%	90.0%	61.0%	78.0%	84.0%		
85	Science GHSGT Students with Disabilities (SWD) students			N/A	55.0%	62.0%	N/A	53.0%	55.0%		
86	Science GHSGT English Language Learners (ELL) students			N/A	68.0%	69.0%	N/A	68.0%	60.0%		
87	Social Studies White students			94.0%	94.0%	93.0%	91.0%	90.0%	90.0%		
88	Social Studies African-American students			74.0%	78.0%	79.0%	73.0%	72.0%	76.0%		
89	Social Studies Economically Disadvantaged (ED) students			81.0%	85.0%	88.0%	78.0%	78.0%	81.0%		
90	Social Studies Students with Disabilities (SWD) students			N/A	62.0%	62.0%	N/A	53.0%	56.0%		
91	Social Studies English Language Learners (ELL) students			N/A	58.0%	83.0%	N/A	51.0%	62.0%		
92	Writing White students			95.0%	92.0%	92.0%	94.0%	93.0%	93.0%		
93	Writing African-American students			84.0%	85.0%	84.0%	84.0%	83.0%	85.0%		
94	Writing Economically Disadvantaged (ED) students			85.0%	84.0%	85.0%	84.0%	83.0%	86.0%		
95	Writing Students with Disabilities (SWD) students			51.0%	52.0%	65.0%	53.0%	55.0%	60.0%		
96	Writing English Language Learners (ELL) students			42.0%	44.0%	58.0%	50.0%	53.0%	65.0%		
97	1.3.A: # of co-taught/inclusion classes being provided for Students with Disabilities				N/A	N/A	264				
98	1.3.A: % of ELL students making progress in attaining English proficiency				50.3%	68.1%	78.6%	53.3%	64.1%	69.6%	
99	1.3.A: % of ELL students attaining English proficiency				5.0%	12.7%	17.5%	6.9%	12.6%	13.8%	
100	1.3.A: System meeting Adequate Yearly Progress (AYP) in the ELL sub-population				yes	yes	yes				

Goal Area	Performance Objective	Row #	Performance Measures	Houston Co		
				06/07	07/08	08/09
Student and Stakeholder Engagement	2.1: Ensure a safe and enriching school environment	1	2.1.A: Student perception of safety	N/A	N/A	N/A
		2	2.1.A: Parent perception of safety	N/A	N/A	95.0%
		3	2.1.A: Staff perception of safety	N/A	N/A	99.0%
		4	2.1.B: % of elementary school students absent 15 days or less	95.4%	96.2%	96.2%
		5	2.1.B: % of middle school students absent 15 days or less	95.2%	95.7%	95.0%
		6	2.1.B: % of high school students absent 15 days or less	91.9%	92.5%	91.9%
	2.2: Encourage student and stakeholder involvement	7	2.2.A: % of families registered for SmartWeb	N/A	76.0%	74.19%
		8	2.2.B: # of website visits	N/A	N/A	2,729,398
		9	2.2.B: # of survey respondents	N/A	N/A	1189
		10	2.2.B: % of satisfied student survey responses	N/A	N/A	N/A
		11	2.2.B: % of parents/guardians who feel welcome in their child's school (from survey results)	N/A	N/A	88.2%
		12	2.2.B: % of parents/guardians who are satisfied with the level of communication from the Houston County School System (from survey results)	N/A	N/A	79.0%
		13	2.2.B: % of staff who are satisfied with the level of communication from the Houston County School System (from survey results)	N/A	N/A	70.4%

Goal Area	Performance Objective	Row #	Performance Measures	Houston Co		
				06/07	07/08	08/09
Organizational Effectiveness	3.1: Facilitate and monitor organizational processes	1	3.1.A: % of on-time bus arrival to school	N/A	N/A	98.5%
		2	3.1.A: HCBOE at fault bus accidents per 1 million miles	15.3	13.7	13.9
		3	3.1.B: % of system average SNP health and sanitation inspection scores	95%	99%	98.3%
		4	3.1.B: % of breakfast participation	26%	26%	28.0%
		5	3.1.B: % of lunch participation	79%	79%	77.0%
		6	3.1.B: # of nutrition education experiences provided to students and stakeholders on a yearly basis.	N/A	N/A	4289
		7	3.1.C: # of non-permanent classrooms in use	128	128	136
		8	3.1.C: Average response time for emergency maintenance work orders	N/A	N/A	.5 hours
		9	3.1.C: % of warehouse inventory variance	1%	0.042%	0.028%
		10	3.1.D: Average days to close technology support work orders	N/A	N/A	4.88 days
		11	3.1.D: Ratio of students-to-computers	4:1	4:1	3:1
	3.2: Effective Personnel Processes	12	3.1.A: % of Title I highly qualified teachers	99.7%	99.1%	99.9%
		13	3.2.A: % of non-Title I highly qualified teachers	99.5%	99.6%	99.7%
		14	3.2.A: % of highly qualified paraprofessionals	100%	100%	100%
		15	3.2.A: # of instructional vacancies on the first day of school	3	5.0	6.5
		16	3.2.B: % of certified staff retention	92.6%	93.1%	95%
	17	3.2.B: % of classified workforce turnover	11.5%	10.9%	7%	
	3.3: Maintain efficient financial processes	18	3.3.A: number of previous year's audit findings	0	0	0
		19	3.3.A: % of direct classroom expenditures	65%	65%	65%
		20	3.3.A: % of next day warehouse deliveries	N/A	N/A	99.68%

Goal Area #4	Performance Objective	Row #	Performance Measures	Houston Co		
				06/07	07/08	08/09
Learning and Growth	4.1: Provide valuable professional learning	1	4.1.A: % of satisfied professional learning responses on administrator survey	N/A	N/A	N/A
		2	4.1.B: % of system special education teachers trained in the co-teaching model	N/A	58.0%	100%
		3	4.1.B: % of system general education teachers trained in the co-teaching model	N/A	32.0%	100%
		4	4.1.B: % of ESOL teachers trained in the WIDA standards	N/A	100%	100%
		5	4.1.B: % of ESOL Collaborative teachers trained in the WIDA standards	N/A	N/A	100%
		6	4.1.B: % of satisfied certified responses on professional learning evaluations	N/A	N/A	99.69%
		7	4.1.C: % of satisfied classified responses on professional learning evaluations	N/A	N/A	100.0%
		8	4.1 C: % of participants satisfied with the Houston County Leadership Summit			95.2%
	4.2: Enhance Continuous Improvement Processes	9	4.2.A: District accredited	N/A	N/A	Yes
		10	4.2.A: % of SACS accredited schools	100%	100%	100%
		11	4.2.A: Utilization of a district Balanced Scorecard	N/A	N/A	Yes
		12	4.2.A: % of schools with continuous improvement plans aligned with system goals	100%	100%	100%
		13	4.2.A: % of schools with a central office Better Seeking Team member	N/A	N/A	100%
		14	4.2.A: % of schools implementing a balanced scorecard (2009-2010)	N/A	N/A	100%
		15	4.2.A: # of schools participating in a system Georgia Assessment of Performance of School Standards (GAPSS) Analysis	N/A	N/A	1
		16	4.2.A: # of Board Members meeting state Board Certification requirements	6	6	7

Rating Scale:	0 - Baseline
	1 - Improved
	2 - Maintained
	3 - Regressed