

BALANCED SCORE CARD

Strategic Goal Area I.: To increase academic achievement for all students in Clayton County Public Schools as evidenced by state, national, and international assessment results

Performance Objectives	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A- Use appropriate data to plan instruction	CRCT 3rd Grade Reading - All: % meeting/exceeding	100	73.3	86	83.3	90	90	85.7	96.7		100		100	
	CRCT 3 rd Grade Reading - SWD % meeting/exceeding	100	73.3	48	83.3	65	90	54	96.7		100		100	
	CRCT 3 rd Grade Reading - Limited English Proficiency-% meeting/exceeding	100	73.3	80	83.3	88	90	75	96.7		100		100	
	CRCT 3 rd Grade Reading - Economically Disadvantaged -% meeting/exceeding	100	73.3	85	83.3	90	90	89	96.7		100		100	
	CRCT 5th Grade Reading-All: % meeting/exceeding	100	73.3	87	83.3	91	90	82.8	96.7		100		100	
	CRCT 5th Grade Reading-SWD: % meeting/exceeding	100	73.3	45	83.3	58	90	48	96.7		100		100	
	CRCT 5th Grade Reading-Limited English Proficiency: % meeting/exceeding	100	73.3	69	83.3	85	90	56	96.7		100		100	

	Performance Measure	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Use appropriate data to plan instruction	CRCT 5th Grade Reading-Economically Disadvantaged: % meeting/exceeding	100	73.3	85	83.3	90	90	88	96.7		100		100	
	CRCT8th Grade Reading - All:% meeting/exceeding	100	73.3	94	83.3	96	90	94	96.7		100		100	
	CRCT8th Grade Reading - SWD:% meeting/exceeding	100	73.3	71	83.3	79	90	68	96.7		100		100	
	CRCT8th Grade Reading – Limited English Proficiency: % meeting/exceeding	100	73.3	83	83.3	88	90	64	96.7		100		100	
	CRCT8th Grade Reading – Economically Disadvantaged: % meeting/exceeding	100	73.3	93	83.3	96	90	96	96.7		100		100	
	CRCT 3rd Grade ENGLISH LANGUAGE ARTS - All: % meeting/exceeding	100	73.3	77	83.3	83	90	83.9	96.7		100		100	
	CRCT 3rd Grade ENGLISH LANGUAGE ARTS - SWD: % meeting/exceeding	100	73.3	36	83.3	45	90	48	96.7		100		100	

	Performance Measure	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Use appropriate data to plan instruction	CRCT 3rd Grade ENGLISH LANGUAGE ARTS -Limited English Proficiency: % meeting/exceeding	100	73.3	70	83.3	68	90	71	96.7		100		100	
	CRCT 3rd Grade ENGLISH LANGUAGE ARTS – Economically Disadvantaged: % meeting/exceeding	100	73.3	76	83.3	81	90	83	96.7		100		100	
	CRCT 5th Grade ENGLISH LANGUAGE ARTS - All: % meeting/exceeding	100	73.3	85	83.3	89	90	89.3	96.7		100		100	
	CRCT 5th Grade ENGLISH LANGUAGE ARTS -SWD: % meeting/exceeding	100	73.3	46	83.3	51	90	53	96.7		100		100	
	CRCT 5th Grade ENGLISH LANGUAGE ARTS –Limited English Proficiency: % meeting/exceeding	100	73.3	67	83.3	78	90	70	96.7		100		100	

	Performance Measure	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Use appropriate data to plan instruction	CRCT 5th Grade ENGLISH LANGUAGE ARTS – Economically Disadvantaged: % meeting/exceeding	100	73.3	84	83.3	88	90	89	96.7		100		100	
	CRCT 8th Grade ENGLISH LANGUAGE ARTS - All: % meeting/exceeding	100	73.3	89	83.3	91	90	91	96.7		100		100	
	CRCT 8th Grade ENGLISH LANGUAGE ARTS - SWD: % meeting/exceeding	100	73.3	59	83.3	60	90	55	96.7		100		100	
	CRCT 8th Grade ENGLISH LANGUAGE ARTS – Limited English Proficiency: % meeting/exceeding	100	73.3	74	83.3	75	90	66	96.7		100		100	
	CRCT 8th Grade ENGLISH LANGUAGE ARTS – Economically Disadvantaged: % meeting/exceeding	100	73.3	88	83.3	89	90	90	96.7		100		100	

	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Use appropriate data to plan instruction	CRCT 3rd Grade MATH - All: % meeting/exceeding	100	59.5	67	77.6	74	85.7	72.6	93.8		100		100	
	CRCT 3rd Grade MATH - SWD: % meeting/exceeding	100	59.5	31	77.6	37	85.7	35	93.8		100		100	
	CRCT 3rd Grade MATH- Limited English Proficient: % meeting/exceeding	100	59.5	63	77.6	70	85.7	64	93.8		100		100	
	CRCT 3rd Grade MATH - Economically Disadvantaged: % meeting/exceeding	100	64	64	72	77	85.7	71	93.8		100		100	
	CRCT 5th Grade MATHEMATICS - All: % meeting/exceeding	100	59.5	82	77.6	83	85.7	80	93.8		100		100	
	CRCT 5th Grade MATH - SWD: % meeting/exceeding	100	59.5	34	77.6	42	85.7	41	93.8		100		100	
	CRCT 5th Grade MATH - Limited English Proficient: % meeting/exceeding	100	59.5	67	77.6	79	85.7	62	93.8		100		100	

	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Use appropriate data to plan instruction	CRCT 5th Grade MATHEMATICS - Economically Disadvantaged: % meeting/exceeding	100	59.5	80	77.6	82	85.7	85	93.8		100		100	
	CRCT 8th Grade MATHEMATICS - All: % meeting/exceeding	100	59.5	68	77.6	74	85.7	68.3	93.8		100		100	
	CRCT 8th Grade MATHEMATICS - SWD: % meeting/exceeding	100	59.5	32	77.6	40	85.7	37	93.8		100		100	
	CRCT 8th Grade MATHEMATICS - Limited English Proficient: % meeting/exceeding	100	59.5	61	77.6	58	85.7	40	93.8		100		100	
	CRCT 8th Grade MATHEMATICS - Economically Disadvantaged: % meeting/exceeding	100	59.5	66	77.6	72	85.7	79	93.8		100		100	
	CRCT 3 rd Grade Science: % ALL-meeting/exceeding	100	64	64	68	70	72	68.2	80		90		100	
	CRCT 5 th Grade Science: % ALL-meeting/exceeding	100	63	63	68	66	76	60.4	83		93		100	

	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Use appropriate data to plan instruction	CRCT 8 th Grade Science: % ALL meeting/exceeding	100	42	42	47	61	60	44.1	75		88		100	
	CRCT 3 rd Grade Social Studies: % meeting/exceeding - ALL	100	66	63	70	70	80	68.1	88		93		100	
	CRCT 5 th Grade Social Studies: % meeting/exceeding - ALL	100	72	58	64	61	80	49.6	88		93		100	
	CRCT 8 th Grade Social Studies: % meeting/exceeding - ALL	100	45	44	50	54	65	53	78		89		100	
	EOCT 9 th Grade Literature – ALL: % meeting/exceeding	100	65	63	70	69	71	73	75		88		100	
	EOCT American Literature – ALL: % meeting/exceeding	100	68	73	72	76	78	81	82		91		100	
	EOCT – US History - ALL: % meeting/exceeding	100	40	39	46	47	60	48	75		88		100	

	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Use appropriate date to plan instruction	EOCT– Economics - ALL: % meeting/exceeding	100	45	49	56	50	68	58	77		89		100	
	EOCT– Physical Science - ALL: % meeting/exceeding	100	53	53	58	62	69	63	78		89		100	
	EOCT– Biology - ALL: % meeting/exceeding	100	40	40	45	42	50	47	60		80		100	
	EOCT – Math II – ALL - % meeting/exceeding	100	40	26	45	23	50	30	60		80		100	
	EOCT Math I – ALL - % meeting/exceeding	100	40	26	45	44	50	41	60		80		100	
	GHS GT 11th Grade Language Arts: % Passing – 1 st Time Test Takers	100	87.7	86	89	89	91	89	93		98		100	
	GHS GT 11th Grade Mathematics: % Passing – 1 st Time Test Takers	100	74.9	90	84.9	88	76	74	80		90		100	
	GHGST 11 th Grade Science: % Passing – 1 st Time Test Takers	100	80	80	83	84	88	87	92		95		100	

	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Use appropriate data to plan instruction	GHGST 11 th Grade Social Studies: % Passing – 1 st Time Test Takers	100	81	72	79	71	83	72	88		93		100	
	5 th Grade Writing Assessment: % meeting/exceeding	100	60	70	66	66	75	75	80		90		100	
	8 th Grade Writing Assessment: % meeting/exceeding	100	72	71	77	77	85	85	90		95		100	
	GHSWT 11 th Grade: % meeting/exceeding – 1 st Time Test Takers	100	90	90	93	89	95	94	97		98		100	
	SAT – Mathematics: Average Scaled Score – ALL	600	440	418	450	417	480	420	510		540		570	
	SAT –Reading: Average Scaled Score – ALL	600	440	431	450	423	480	422	510		540		570	
	SAT – Writing: Average Scaled Score – ALL	600	440	421	450	411	480	411	510		540		570	
	ACT – English Composite District Average	28	16	16.5	17	16.4	18	16.5	20		24		28	

	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Use appropriate data to plan instruction	ACT – Reading Composite District Average	28	16	17.3	17	17.6	18	17.4	20		24		28	
	ACT – Mathematics Composite District Average	28	16	17.5	17	17.6	18	17.6	20		24		28	
	ACT – Science Composite District Average	28	16	17.6	17	17.8	18	17.6	20		24		28	
	Graduation rates: % graduating	100	75	79.7	88.9	81.3	93	80.2	97		100		100	
	Adequate Yearly Progress (AYP): % of schools making AYP	100	80	81.7	85	82	90	58	95		100		100	
	% of schools with 97% attendance	100	100	6.3	100	3.2	100	6.9	100		100		100	
	Average Attendance Rate Elementary Schools	100	100	96.3	100	95.7	100	96.1	100		100		100	
	Average Attendance Rate Middle Schools	100	100	96.1	100	95.4	100	96.0	100		100		100	
	Average Attendance Rate High Schools	100	100	91.6	100	91.7	100	93.3	100		100		100	

	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Use appropriate data to plan instruction	% of students absent more than 15 days:	0	5	5.9	4	8.8	3	10.4	2		1		0	
	# of students enrolled in high level AP classes: #	1450	1200	1,198	1250	1281	1300	2,018	1350		1400		1450	
	# of Advanced Placement tests passed with a 3 or higher: #	300	-	Measure added	-	Measure added	-	Measure added	200		250		300	
	# of students enrolled in IB classes: #	120	75	60	100	83	120	113	120		120		120	
	# of International Baccalaureate students receiving IB diplomas: #	60	5	1	10	2	20	6	30		45		60	
	# of International Baccalaureate tests passed with a score of 4 or higher: #	80	-	Measure added	-	Measure added	-	Measure added	60		70		80	
	% of students who have passed the 21 st Century literacy test	100	-	Measure added	-	Measure added	-	Measure added	80		90		100	
	%: secondary students enrolled in fine arts courses: %	35	-	Measure added	-	Measure added	-	Measure added	25	32.6	30		35	

	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A- Use appropriate data to plan instruction	%: students following CTAE pathways: %	35	-	Measure added	-	Measure added	-	Measure added	25		30		35	
	% of high schools assessed with GAPSS Analysis	100	10	0	20	0	40	50	60		80		100	
	% of middle schools assessed with GAPSS Analysis: %	100	10	0	20	0	40	50	60		80		100	
	% of elementary schools assessed with GAPSS Analysis: %	100	10	0	20	0	40	50	60		80		100	
	% of elementary schools with common planning:	100%	80	80	90	100	100	100	100	100	100		100	
	% of middle schools with common planning:	100	100	100	100	100	100	100	100	100	100		100	
	% of high schools with common planning: %	100	10	11	30	22	50	77	70	100	90		100	
	% of elementary schools with model exemplar classrooms: %	100	10	0	30	0	50	100	70		90		100	
	% of middle schools with model exemplar classrooms: %	100	10	0	30	0	50	100	70		90		100	

	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Use appropriate data to plan instruction	% of high schools with model exemplar classrooms: %	100	10	0	30	0	50	100	70		90		100	
	% of schools completing quarterly walk-through analysis	100	10	5	25	5	35	100	60	100	80		100	
	% of high schools with student advisory programs: %	100		Measure added	30	11	50	77	70		90		100	
B- Ensure that Georgia Performance Standards, district curriculum resources and effective instructional strategies are used to provide rigor in standards-based classrooms	% of high schools assessed with GAPSS Analysis: %	100	10	0	20	0	40	50	60		80		100	
	% of middle schools assessed with GAPSS Analysis: %	100	10	0	20	0	40	50	60		80		100	
	% of elementary schools assessed with GAPSS Analysis: %	100	10	0	20	0	40	50	60		80		100	
	% of elementary schools with common planning	100	80	80	100	100	100	100	100	100	100		100	
	% of middle schools with common planning	100	100	100	100	100	100	100	100	100	100		100	

	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
B- Ensure that Georgia Performance Standards, district curriculum resources and effective instructional strategies are used to provide rigor in standards-based classrooms	% of high schools with common planning	100	50	11	75	22	75	77	100	100	100		100	
	# of programs assisting preschool children in the transition from early childhood programs to elementary programs: #	37	25	25	30	32	35	37	37		37		37	
	# of programs assisting elementary students in transition from elementary to middle school: #	37	37	5	37	37	37	37	37		37		37	
	# of programs assisting middle school students in transition from middle school to high school: #	16	14	14	14	14	16	16	16		16		16	
	# of programs assisting high school students in transition from high school to post-secondary programs: #	9	9	9	9	9	9	9	9		9		9	

	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
C- Employ the use of innovative research-based instructional practices	# of teachers demonstrating effective use of the teaching framework: #	2000		Measure added		Measure added	750	1,200	1,250		1,500		2,000	
	# of schools proficient in display of exemplars (Academic Galleries): #	66	0	0	15	15	30	34	50		58		66	
	# of 21st Century classrooms: #	100	100	90	100	578	100	250	100		100		100	
	# of administrators using electronic monitoring tool: #	100		10		15	65	85	80	85	90		100	
	Data collected from the electronic monitoring tool: #	15,000		Measure added		Measure added	11,000	14,779	12,000		13,500		15,000	
	Survey on the effective use of electronic tool: %	100		Measure added		Measure added	100	100	100		100		100	
	% of elementary schools with model exemplar classrooms: %	100	10	0	15	0	30	100	50	100	75		100	

	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
C- Employ the use of innovative research-based instructional practices	% of high schools with model exemplar classrooms: %	100	10	0	15	0	30	100	50		75		100	
	% of middle schools with model exemplar classrooms: %	100	10	0	15	6	30	100	50		75		100	

Strategic Goal Area II: To provide and maintain a safe, orderly and secure learning environment

Performance Objectives	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Secure, utilize, and sustain resources to implement safety and security practices which meet local, state, and national standards	% of schools completing site safety audit: %	100	10	0	20	5	35	50	100		100		100	
	% of security guards with 20 hours of training: %	100	10	10	20	100	40	100	100		100		100	
	% of schools with up-to-date school safety plan: %	100	100	100	100	100	100	100	100	100	100		100	
	% of schools with controlled access -	100		Measure added		Measure added		Measure added	34		67		100	
B-Decrease the frequency of drug use (alcohol, tobacco, and others), gang activity, and disruptive and violent incidents among students	# of schools and students participating in Red Ribbon Week (anti-drug) campaign: #	63	35	35	40	37	45	65	66		66		66	
	# of teachers trained in anti-bullying and gang resistance strategies: #	4500	1500	1000	2000	1200	2500	0	3000	2563	3000		3000	
	Schools Participating in gang resistance programs: #	53	10	16	18	16	28	0	37		45		53	

	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
B-Decrease the frequency of drug use (alcohol, tobacco, and others), gang activity, and disruptive and violent incidents among students	SRO's Certified as gang resistance Instructors: #	25	12	14	15	14	17	0	19		22		25	
C-Fully implement programs and activities to promote positive character education and life skills	Advisory Programs: # of Programs	66	35	65	40	65	45	63	66		66		66	
	# of secondary schools with Peer Mediators: #	25	10	23	12	23	14	23	25		25		25	
	% of schools with active Character Education Programs: %	100	50	30	60	80	70	90	80		90		100	

Strategic Goal Area III: To create an environment that promotes active engagement, accountability, and collaboration of all stakeholders to maximize student achievement

Performance Objectives	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Provide and implement a comprehensive range of services that engages and assists parents in supporting their children's education	#of parent workshops and activities at the Parent/Family Resource Center:	30	4	1	6	8	9	22	25		30		30	
	# of parents in attendance at Community meetings: #	1000 per session	1000	1800	1000	850	1000	18,000	20,000		1000		1000	
B-Increase the number of community partnerships	# of Partners-In-Education: #	100	100	161	110	230	200	375	400		425		450	
	# of collaborative partnerships with higher education partners: #	6	6	2	6	3	6	4	6		6		6	
C-Ensure stakeholder engagement and involvement	% of stakeholders involved in district advisory committees: %	10	10	1	10	1	10	1	10		10		10	
	Add refine VIPs, ARMS & PIE programs by June 1, 2011: yes/no	yes/no	Yes	In Progress	Yes	In Progress	Yes	Yes	Yes	Yes	Yes		Yes	
	Survey data to determine effectiveness of workshops/activities	4+ on scale 1-5		Measure added		Measure added		Measure added	4		4+		4+	

Strategic Goal Area IV: To effectively communicate the system's vision and purpose and allow stakeholder involvement in an effort to build understanding and support

Performance Objectives	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Improve communications between district level and building-level personnel	# school level forums/informal chats: #	4 per year	1	4	2	9	3	250	200					
	Develop an internal communication protocol by August 2010: yes/no	yes/no	In Progress	In progress	yes	yes	yes	yes	yes	yes	yes		yes	
B-Improve two-way communication between internal and external stakeholders	# of parents/community forums: #	15 per year	12	9	12	13	13	11	14					
	cable and website communications provided in language other than English: yes/no	On going	On going	On going	On-going	On-going	On-going	yes	yes	yes	yes		yes	
C-Implement effective marketing strategies	# of positive and informational news releases: #	125 per year	70	125	100	125	110	250	125		125		125	

Strategic Goal Area V: To provide high quality support services delivered on time and within budget to promote student academic success in Clayton County Public Schools

Performance Objectives	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Increase operational efficiency in all areas of the system	# operations audited annually across departments and sites: #	100	65	67	70	74	75	76	80		80		80	
	% of schools providing feedback from district site maintenance: %	100	-	Measure added	100	100	100	100	100		100		100	
	% school schools providing satisfactory feedback on maintenance work orders: %	100	-	Measure added	-	Measure added	-	Measure added	100		100		100	
	% on time bus arrivals	100	-	Measure added	-	Measure added	-	Measure added	100		100		100	
	% breakfast participation among students	75	-	Measure added	-	Measure added	-	Measure added	65		70		75	
	% lunch participation among students	100	-	Measure added	-	Measure added	-	Measure added	90		95		100	

	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
B- Increase fiscal responsibility	Annual number of coverage packages: #	21000	21000	21628	21000	21022	21000	21025	21000		21000		21000	
	# of contracts negotiated: #	60	-	Measure added	35	47	40	35	45		50		55	

Strategic Goal Area VI. To recruit and retain highly qualified and effective staff.

Performance Objectives	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Recruit and develop employees whose professional credentials and skills meet district, state, and national standards.	# of recruitment contacts: #	250	250	1,225	250	330	250	0	250		250		250	
	% of classroom vacancies on the first day of school: %	50	95	90	85	110	75	60	65	126	55		50	
	% of vacancies in identified critical areas: %	10	60	75	50	60	40	32	30	53	20		10	
	% of new hires processed in alignment with district protocol: %	100	100	100	100	100	100	100	100	100	100		100	
	% of teachers who are highly qualified in their assigned area of service: %	100	100	95	100	98.4	100	98.2	100	99.5	100		100	
	% of substitute teachers trained in instructional strategies: %	100	100	80	100	100	100	100	100	100	100		100	

	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Recruit and develop employees whose professional credentials and skills meet district, state, and national standards.	% of para-professionals completing required orientation and training: %	100	100	96	100	100	100	100	100	100	100		100	
	# of teachers completing the ESOL Endorsement: #	60	20	20	30	20	40	10	50		60		60	
	# of teachers completing the Reading Endorsement: #	60	20	27	30	10	40	37	50		60		60	
	# of teachers completing the Math Endorsement: #	60	20	0	30	0	40	0	50		60		60	
	# of teachers completing the Science Endorsement: #	60	20	0	30	0	40	0	50		60		60	
	% of teachers participating in New Teacher Orientation: %	100	60	60	70	80	80	85	90	81	100		100	

	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Recruit and develop employees whose professional credentials and skills meet district, state, and national standards.	# of teachers completing the Gifted Endorsement: #	120	70	75	80	68	90	77	100		110		120	
	# of teachers completing the Teacher Support Specialist Endorsement: #	45	20	21	25	12	30	32	35		40		45	
	# of teachers completing the Teacher Leader Endorsement: #	100	20	0	40	0	50	0	70		80		100	
	% of teachers completing the Performance Leadership Endorsement: %	50	20	0	30	0	40	0	45		50		50	
	% of employees earning 20 clock hours of professional learning credit each year: %	100	100	0	100	0	100	98	100		100		100	
	# of teachers completing the Special Education Endorsement: #	60	20	0	30	0	40	0	50		60		60	

	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Recruit and develop employees whose professional credentials and skills meet district, state, and national standards.	% of employees trained by category: %	100	100	100	100	100	100	100	100	100	100		100	
	% of employees trained as evaluators by category: %	100	100	100	100	100	100	100	100	100	100		100	
	% of employees oriented to GA PSC Ethics for Educators: %	100	100	100	100	100	100	100	100	100	100		100	
	% of employees with professional growth plans: %	10	2	2	4	2	5	7.8	7		9		10	
	% of new principals receiving performance coaching support	100	100	100	100	100	100	100	100	100	100		100	
	% of absences per employee: %	3	3	6.5%	3	7.6%	3	5.8	3		3		3	
	% of teachers trained in 21st Century classroom instruction: %	100	60	88	70	54	80	98	90		100		100	
	% of teachers trained in standards-based instructional delivery: %	100	60	50	70	54	80	98	90		100		100	

	Performance Measures	Ultimate Target	FY09		FY10		FY11		FY12		FY13		FY14	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A-Recruit and develop employees whose professional credentials and skills meet district, state, and national standards.	% of licensed employees with current individual Development Plans as required by the Georgia Professional Standards Commission: %	100	100	100	100	100	100	100	100		100		100	
C-Retain high quality, effective employees.	# National Board Certified Teachers: #	100	50	34	60	34	70	32	80	17	90		100	
	# of Master Teachers: #	100	50	14	60	19	70	24	80	3	90		100	
	# of formal employee recognition (TOTY, POTY): #	4	1	1	2	2	3	2	4	5	4		4	
	Complete annual climate survey: yes/no	Yes	On-going	On-going	On-going	On-going	On-going	On-going	On-going	Yes		Yes		Yes