



The Most Caring Place on Earth

BALANCED SCORECARD 2015-2020

CHARACTER	COMPETENCY	RIGOR
<p>Goal 1: 100% of HCSD schools will offer multiple opportunities for students to participate in service learning through school activities</p>	<p>Goal 1A: Increase average CCRPI scores at least two points annually at 70% or more of HCSD schools</p> <p>Goal 1B: Average CCRPI scores for each level of HCSD schools (e.g., elementary, middle and high) will increase at least 2 points annually</p>	<p>Goal 1: Increase percentage of HCSD middle school students who earn Carnegie units; by 2020, 90% of students earn one unit and 70% of students earn two or more units</p>
<p>Goal 2: 100% of HCSD middle and high school coaches will participate in sportsmanship training each year</p>	<p>Goal 2: By the end of third grade, 90% of HCSD students will be able to read on grade-level</p>	<p>Goal 2: Develop multiple local Career/ College/Citizenship pathways and benchmarks</p>
<p>Goal 3: Increase the number of students participating in character education</p>	<p>Goal 3: By the end of fifth grade, 90% of HCSD students will master 100% of their basic fluency facts (addition, subtraction, multiplication, and division) with automaticity from long-term memory</p>	<p>Goal 3: Increase percentages of HCSD high school students participating in our most rigorous course offerings</p>
<p>Goal 4: Increase the number of students completing HCSD student service learning goals (<i>in development</i>)</p> <p>Suggested annual student service learning goals by grade level:</p> <ul style="list-style-type: none"> • K - 3rd = 3 hours • 4th – 5th = 10 hours • 6th – 8th = 15 hours • 9th – 10th = 40 hours • 11th – 12th = 75 hours 	<p>Goal 4: By the end of fifth grade, 90% of HCSD students will be able to write an organized opinion paragraph in which they state their opinion and provide reasons supported by relevant facts</p>	<p>Goal 4: Continue to increase innovative school and program choices for HCSD families and students</p>

Goal 5: By the end of eighth grade, 90% of HCSD students will master 100% of basic calculations involving addition, subtraction, multiplication, and division of rational numbers represented as fractions, decimals, and/or percentages
Goal 6: By the end of eighth grade, 90% of HCSD students will be able to write an argumentative or informative/explanatory essay in response to text
Goal 7: Increase HCSD graduation rate to 85%
Goal 8: Increase the number of HCSD students completing CTAE career pathways, earning industry certifications, and completing technical college courses
Goal 9: By the end of twelfth grade, 90% of HCSD students will be proficient in workforce soft skills
Goal 10: Hire and retain quality personnel
Goal 11: All students will develop a digital ten year education plan beginning in middle school <i>(in development)</i>
Goal 12: The HCSD will ensure that the district practices sound financial processes and remain economically stable

Goal 5: Increase the number of Gifted Endorsed teachers by 1% each year
Goal 6: Increase percentage of HCSD high school students who graduate with bilingual seal on diploma; by 2020, 1/3 of graduates earn bilingual seal on diploma
Goal 7: Increase the number of ESOL Endorsed teachers by 2% each year
Goal 8: Exceed state developed AMAO targets to determine language development progress and attainment of proficiency for EL students as measured by ACCESS scores



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BALANCED SCORECARD 2015-2020 METRICS

CHARACTER	POSSIBLE METRICS
Goal 1: 100% of HCSD schools will offer multiple opportunities for students to participate in service learning through school activities	<ul style="list-style-type: none"> • Request a list of service learning activities from each school •
Goal 2: 100% of HCSD middle and high school coaches will participate in sportsmanship training each year	<ul style="list-style-type: none"> • Collect sign-in/sign-off sheets from each school indicating the completion of sportsmanship training by all coaches •
Goal 3: Increase the number of students participating in character education	<ul style="list-style-type: none"> • Request for schools to submit an approximate number of students who participated in character education •
Goal 4: Increase the number of students completing HCSD student service learning goals (<i>in development</i>) Suggested annual student service learning goals by grade level: <ul style="list-style-type: none"> • K - 3rd = 3 hours • 4th – 5th = 10 hours • 6th – 8th = 15 hours • 9th – 10th = 40 hours • 11th – 12th = 75 hours 	<ul style="list-style-type: none"> • Student self-reporting options: <ul style="list-style-type: none"> ○ Digital education plan ○ Infinite Campus •

COMPETENCY	POSSIBLE METRICS
<p>Goal 1A: Increase average CCRPI scores at least two points annually at 70% or more of HCSD schools</p> <p>Goal 1B: Average CCRPI scores for each level of HCSD schools (e.g., elementary, middle and high) will increase at least 2 points annually</p>	<ul style="list-style-type: none"> ● GaDOE CCRPI data using 2015 CCRPI scores as the baseline data
<p>Goal 2: By the end of third grade, 90% of HCSD students will be able to read on grade-level</p>	<ul style="list-style-type: none"> ● DRA-II Scores ●
<p>Goal 3: By the end of fifth grade, 90% of HCSD students will master 100% of their basic fluency facts (addition, subtraction, multiplication, and division) with automaticity from long-term memory.</p>	<ul style="list-style-type: none"> ● Fast Math ●
<p>Goal 4: By the end of fifth grade, 90% of HCSD students will be able to write an organized opinion paragraph in which they state their opinion and provide reasons supported by relevant facts</p>	<ul style="list-style-type: none"> ● ELA assessment ●
<p>Goal 5: By the end of eighth grade, 90% of HCSD students will master 100% of basic calculations involving addition, subtraction, multiplication, and division of rational numbers represented as fractions, decimals, and/or percentages</p>	<ul style="list-style-type: none"> ● HCSD assessment ●
<p>Goal 6: By the end of eighth grade, 90% of HCSD students will be able to write an argumentative or informative/explanatory essay in response to text</p>	<ul style="list-style-type: none"> ● 8th grade summative assessment ●
<p>Goal 7: Increase HCSD graduation rate to 81%</p>	<ul style="list-style-type: none"> ● GaDOE graduation rate data
<p>Goal 8: Increase the number of HCSD students completing CTAE career pathways, earning industry certifications, and completing technical college courses</p>	<ul style="list-style-type: none"> ● Customized IC report of HCSD pathway completers ● EOPA (End-of-Pathway Assessment) data reported to GaDOE ● Certiport report of industry certifications ● Digital Literacy certifications as reported by schools
<p>Goal 9: By the end of twelfth grade, 90% of HCSD students will be proficient in workforce soft skills</p>	<ul style="list-style-type: none"> ● Job Ready Career Skills modules ● GeorgiaBEST Certification <ul style="list-style-type: none"> ○ (Business Ethics Student Training) ●
<p>Goal 10: Hire and retain quality personnel</p>	<ul style="list-style-type: none"> ● Employee retention rate ● Exit surveys

<p>Goal 11: All students will develop a digital ten year education plan beginning in middle school <i>(in development)</i></p>	<ul style="list-style-type: none"> • Georgia Futures (formerly Georgia 411) <ul style="list-style-type: none"> ○ Still in development •
<p>Goal 12: The HCSD will ensure that the district practices sound financial processes and remain economically stable</p>	<ul style="list-style-type: none"> • Receive a clean opinion for the HCSD’s annual audit conducted by the Georgia Department of Audits & Accounts and demonstrate best practices by earning the Award of Distinction for Excellent Financial Reports • Prepare and approve a balanced General Fund on an annual basis

RIGOR	POSSIBLE METRICS
Goal 1: Increase percentage of HCSD middle school students who earn Carnegie units; by 2020, 90% of students earn one unit and 70% of students earn two or more units	<ul style="list-style-type: none"> • Infinite Campus data reports •
Goal 2: Develop multiple local Career/College/Citizenship pathways and benchmarks	<ul style="list-style-type: none"> • Current list of local HCSD Career/College/Citizenship pathways and benchmarks offered <ul style="list-style-type: none"> ○ Examples: Welding, Home Health, Industrial Maintenance at LCCA • GeorgiaBEST Certification • Job Ready Career Skills modules • Local certifications • Early College Campus
Goal 3: Increase percentages of HCSD high school students participating in our most rigorous* course offerings	<ul style="list-style-type: none"> • Infinite Campus data reports <ul style="list-style-type: none"> ○ *All Level 3 courses; all Level 2 courses where no Level 3 courses are offered ○ % of high school students taking at least one course identified as most rigorous ○ # of segments of instruction in most rigorous courses / # of instructional segments at the school
Goal 4: Continue to increase innovative school and program choices for HCSD families and students	<ul style="list-style-type: none"> • Current list of HCSD programs of choice •
Goal 5: Increase the number of Gifted Endorsed teachers by 1% each year	<ul style="list-style-type: none"> • HCSD Gifted Endorsement rosters/records • Electronic personnel system records
Goal 6: Increase percentage of HCSD high school students who graduate with bilingual seal on diploma; by 2020, 1/3 of graduates earn bilingual seal on diploma	<ul style="list-style-type: none"> • List of HCSD students earning the bilingual seal on diploma •
Goal 7: Increase the number of ESOL Endorsed teachers by 2% each year	<ul style="list-style-type: none"> • Electronic personnel system records
Goal 8: Exceed state developed AMAO targets to determine language development progress and attainment of proficiency for EL students as measured by ACCESS scores	<ul style="list-style-type: none"> • GaDOE ACCESS scores and data reports