

# BALANCED SCORECARD

2018-2024



## CHARACTER

**Goal 1:** 100% of HCSD students will complete service learning projects/hours as listed below with baseline data collected during the 2018-19 school year.

Suggested annual student service learning project/hour goals by grade level:

- K - 3<sup>rd</sup> = 2 projects per year
- 4<sup>th</sup> – 5<sup>th</sup> = 3 projects per year
- 6<sup>th</sup> – 8<sup>th</sup> = 3 projects per year
  - o 2 - Tier 1 Projects (1-60 minutes)
  - o 1 - Tier 2 Project (60+ minutes)
- 9<sup>th</sup> – 10<sup>th</sup> = 20 hours per year
- 11<sup>th</sup> – 12<sup>th</sup> = 40 hours per year

**Goal 2:** 100% of HCSD middle and high school coaches will participate in sportsmanship training each year.

**Goal 3:** 100% of HCSD schools will offer opportunities for students to participate in character education.

**Goal 4:** 100% of Hall County Schools will have an identified School Wellness Champion and a School Wellness Committee that meets four times per year.

## COMPETENCY

**Goal 1:** 70% of schools will meet their state CCRPI target.

**Goal 2:** By the end of third grade, 90% of HCSD students will be able to read on grade-level.

**Goal 3:** By the end of fifth grade, 90% of HCSD students will master 90% of their basic fluency facts (addition, subtraction, multiplication, and division) with automaticity from long-term memory.

**Goal 4:** By the end of fifth grade, 90% of HCSD students will be able to write an opinion or expository essay in response to a prompt at or above a proficient level.

## RIGOR

**Goal 1:** Increase percentage of HCSD middle school students who earn Carnegie units; 90% of students earn one unit and 70% of students earn two or more units.

**Goal 2:** Develop a variety of Career/College pathways responsive to student and community workforce needs.

**Goal 3:** 65% of high school students will earn one or more credits in a Level 2 or Level 3 course.

**Goal 4:** Continue to improve innovative school and program choices for HCSD families and students.

CHARACTER	COMPETENCY	RIGOR
	<p><b>Goal 5:</b> By the end of eighth grade, 90% of HCSD students will demonstrate proficiency in basic operations with whole numbers, decimals, and integers, and advanced number concepts (i.e., exponents and complex numbers).</p>	<p><b>Goal 5:</b> Increase the number of Gifted Endorsed teachers by 1% each year.</p>
	<p><b>Goal 6:</b> By the end of eighth grade, 90% of HCSD students will be able to write an argumentative or expository essay in response to a prompt at or above a proficient level.</p>	<p><b>Goal 6:</b> Increase the number of HCSD high school students who graduate with a Georgia or Hall County bilingual seal on their diploma by 15% each year</p>
	<p><b>Goal 7:</b> Increase HCSD graduation rate to 90%.</p>	<p><b>Goal 7:</b> Increase the number of ESOL Endorsed teachers by 1% each year.</p>
	<p><b>Goal 8:</b> 90% of HCSD students enrolled in American Literature and Composition will be able to write an argumentative or expository essay in response to a prompt at or above a proficient level.</p>	<p><b>Goal 8:</b> Each EL Subgroup (elementary, middle, high) will meet or exceed the annual state improvement targets on the Georgia Milestones Assessment in ELA, Math, Science, and Social Studies.</p>
	<p><b>Goal 9:</b> Increase the number of HCSD students completing CTAE career pathways, earning industry certifications, or completing technical college certificates.</p>	<p><b>Goal 9:</b> Increase the number of high school students who earn the Fine Arts Diploma Seal.</p>
	<p><b>Goal 10:</b> 90% of graduates will have participated in soft skills training while enrolled in high school courses.</p>	<p><b>Goal 10:</b> Increase the number of high school students who earn a Career Ready Diploma Seal: Employability/Soft Skills Seal, Pathway Skills Seal, and Leadership Skills Seal.</p>
	<p><b>Goal 11:</b> Hire and retain professionally qualified personnel.</p>	<p><b>Goal 11:</b> Increase the number of gifted identified EL students by 2% each year.</p>
	<p><b>Goal 12:</b> The HCSD will ensure that the district practices sound financial processes and remains economically stable.</p>	
	<p><b>Goal 13:</b> 100% of BLaST Leaders will facilitate regular meetings with school BLaST team members to develop and engage teachers in professional learning focused on blended learning strategies that support school instructional goals.</p>	



2018-2023  
**BALANCED  
SCORECARD  
METRICS**

CHARACTER	METRICS
<p><b>Goal 1:</b> 100% of HCSD students will complete service learning projects/hours as listed below with baseline data collected during the 2018-19 school year.</p> <p>Suggested annual student service learning project/hour goals by grade level:</p> <ul style="list-style-type: none"> <li>• K - 3<sup>rd</sup> = 2 projects per year</li> <li>• 4<sup>th</sup> – 5<sup>th</sup> = 3 projects per year</li> <li>• 6<sup>th</sup> – 8<sup>th</sup> = 3 projects per year                             <ul style="list-style-type: none"> <li>o 2 - Tier 1 Projects (1-60 minutes)</li> <li>o 1 - Tier 2 Project (60+ minutes)</li> </ul> </li> <li>• 9<sup>th</sup> – 10<sup>th</sup> = 20 hours per year</li> <li>• 11<sup>th</sup> – 12<sup>th</sup> = 40 hours per year</li> </ul>	<ul style="list-style-type: none"> <li>• Elementary – Schools submit service project data via the (Elementary) Character Education Balanced Scorecard Goal Data Google Sheet.</li> <li>• Middle/High – Beginning in 2018-19, students will enter service learning hours in Infinite Campus. Those hours will be approved by faculty advisers. An Infinite Campus report will generate data for service learning hours.</li> </ul> <p><i>(Elementary, Middle, and High School Directors and Data Analyst Specialist)</i></p>
<p><b>Goal 2:</b> 100% of HCSD middle and high school coaches will participate in sportsmanship training each year.</p>	<ul style="list-style-type: none"> <li>• Secure Compliance Director Sportsmanship Module report listing the middle and high school coaches completing the module.</li> </ul> <p><i>(Coordinator for HR Compliance Director)</i></p>
<p><b>Goal 3:</b> 100% of HCSD schools will offer opportunities for students to participate in character education.</p>	<ul style="list-style-type: none"> <li>• Schools submit a description of the character education opportunities provided to students via the Balanced Scorecard Google Form/Document.</li> </ul> <p><i>(Data Analyst Specialist)</i></p>
<p><b>Goal 4:</b> 100% of Hall County Schools will have an identified School Wellness Champion and a School Wellness Committee that meets four times per year.</p>	<ul style="list-style-type: none"> <li>• School Wellness Champions submit agendas and sign-in sheets from the School Wellness Committee Meetings to the District Wellness Facilitator.</li> <li>• The District Wellness Facilitator submits a list of schools to the T &amp; L Department on or before May 1st whose School Wellness Committees have met four times per year satisfying the goal.</li> </ul> <p><i>(District Wellness Facilitator)</i></p>

COMPETENCY	METRICS
<p><b>Goal 1:</b> 70% of schools will meet their state CCRPI target.</p>	<ul style="list-style-type: none"> <li>The measure for this goal is the Strategic Waiver School System (SWSS) school CCRPI targets set by GOSA.               <ul style="list-style-type: none"> <li>GOSA calculates CCRPI targets using 2018 CCRPI scores as the baseline data.)</li> </ul> </li> </ul> <p><i>(Data Analyst Specialist)</i></p>
<p><b>Goal 2:</b> 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"> <li>The End of Grades PDF Report (Midpoint of Lexile Range) is used to measure reading proficiency for this goal.</li> </ul> <p><i>(Data Analyst Specialist)</i></p>
<p><b>Goal 3:</b> By the end of fifth grade, 90% of HCSD students will master 90% of their basic fluency facts (addition, subtraction, multiplication, and division) with automaticity from long-term memory.</p>	<ul style="list-style-type: none"> <li>Paper assessments are given once each a year.</li> <li>The status of students meeting the goal is submitted via Infinite Campus in the 5<sup>th</sup> Grade Math Fluency tab.</li> <li>An Infinite Campus 5<sup>th</sup> Grade Math Fluency report is generated listing students who met or did not meet the goal.</li> </ul> <p><i>(Elementary Director)</i></p>
<p><b>Goal 4:</b> By the end of fifth grade, 90% of HCSD students will be able to write an opinion or expository essay in response to a prompt at or above a proficient level.</p>	<ul style="list-style-type: none"> <li>The Grade 5 End of Grade Milestones Assessment extended writing-response score from Section 1 is used to measure writing proficiency for this goal. A score of 5 or above (out of 7 possible points) is considered passing.</li> </ul> <p><i>(Data Analyst Specialist)</i></p>
<p><b>Goal 5:</b> By the end of eighth grade, 90% of HCSD students will demonstrate proficiency in basic operations with whole numbers, decimals, and integers, and advanced number concepts (i.e., exponents and complex numbers).</p>	<ul style="list-style-type: none"> <li>The end-of-year IXL strand score for Numbers &amp; Operations is used to measure proficiency for this goal. A strand score of 800 or above is considered proficient.</li> </ul> <p><i>(Data Analyst Specialist)</i></p>
<p><b>Goal 6:</b> By the end of eighth grade, 90% of HCSD students will be able to write an argumentative or expository essay in response to a prompt at or above a proficient level.</p>	<ul style="list-style-type: none"> <li>The End of Grade Milestones Assessment extended writing response score from Section 1 is used to measure writing proficiency for this goal. A score of 5 or above (out of 7 possible points) is considered passing.</li> </ul> <p><i>(Data Analyst Specialist)</i></p>
<p><b>Goal 7:</b> Increase HCSD graduation rate to 90%.</p>	<ul style="list-style-type: none"> <li>Graduation rate data is accessed via the GaDOE Portal.</li> <li>Both four-year and five-year graduation rates are used in calculating graduation rate data.</li> </ul> <p><i>(Data Analyst Specialist)</i></p>
<p><b>Goal 8:</b> 90% of HCSD students enrolled in American Literature and Composition will be able to write an argumentative or expository essay in response to a prompt at or above a proficient level.</p>	<ul style="list-style-type: none"> <li>The American Literature and Composition End of Course extended writing-response score from Section 1 is used to measuring writing proficiency for this goal. A score of 5 or above (out of 7 possible points) is considered passing.</li> </ul> <p><i>(Data Analyst Specialist)</i></p>

COMPETENCY	METRICS
<p><b>Goal 9:</b> Increase the number of HCSD students completing CTAE career pathways, earning industry certifications, or completing technical college certificates.</p>	<ul style="list-style-type: none"> <li>• Measures for this goal include:               <ul style="list-style-type: none"> <li>o A customized Infinite Campus report of HCSD pathway completers.</li> <li>o End-of-Pathway Assessment (EOPA) data reported to GaDOE.</li> <li>o The HCSD CTAE Certifications Report.</li> </ul> </li> </ul> <p><i>(CTAE Director)</i></p>
<p><b>Goal 10:</b> 90% of graduates will have participated in soft skills training while enrolled in high school courses.</p>	<ul style="list-style-type: none"> <li>• Infinite Campus reports listing the number of graduates who have earned a credit in CTAE, Work-Based Learning, or Honors Mentorship are generated to measure this goal.</li> </ul> <p><i>(Data Analyst Specialist, CTAE Director, Director of Innovative and Advanced Programs)</i></p>
<p><b>Goal 11:</b> Hire and retain professionally qualified personnel.</p>	<ul style="list-style-type: none"> <li>• The certified employee retention rate is collected from Human Resources certified staff turnover data.</li> <li>• Possible use of exit surveys to collect perception data.</li> </ul> <p><i>(Data Specialist and Certification Specialist)</i></p>
<p><b>Goal 12:</b> The HCSD will ensure that the district practices sound financial processes and remains economically stable.</p>	<ul style="list-style-type: none"> <li>• Receive a clean opinion for HCSD’s Annual Audit Report for the Fiscal Year Ended (June 30) conducted by the Georgia Department of Audits &amp; Accounts and demonstrate best practices by earning the Award of Distinction for Excellent Financial Reports.</li> <li>• Prepare and approve a balanced General Fund on an annual basis.</li> <li>• Maintain a debt ratio of .4 or less.</li> <li>• Maintain a fund balance of 2 months’ worth of expenses on-hand.</li> <li>• Review the Budget vs. Actual Report (May/June) to determine if actual expenditures are within budgeted amounts.</li> </ul> <p><i>(Finance Officer)</i></p>
<p><b>Goal 13:</b> 100% of BLaST Leaders will facilitate regular meetings with school BLaST team members to develop and engage teachers in professional learning focused on blended learning strategies that support school instructional goals.</p>	<ul style="list-style-type: none"> <li>• School BLaST Leaders maintain and share documentation of meetings with school BLaST team members (presentations, minutes, walkthroughs, PLCs, etc.).</li> <li>• School BLaST Leaders maintain a list of blended learning professional development sessions with teachers and supporting documentation (presentations, PLCs, etc.).</li> <li>• School BLaST Leaders attend District BLaST Leader Meetings.</li> </ul> <p><i>(Director of Digital Convergence)</i></p>

RIGOR	METRICS
<p><b>Goal 1:</b> Increase percentage of HCSD middle school students who earn Carnegie units; 90% of students earn one unit and 70% of students earn two or more units.</p>	<ul style="list-style-type: none"> <li>• Infinite Campus data reports generated from transcripts to identify the percentage of students who have earned one Carnegie unit and two or more Carnegie units.</li> </ul> <p><i>(Data Analyst Specialist)</i></p>
<p><b>Goal 2:</b> Develop a variety of Career/College pathways responsive to student and community workforce needs.</p>	<ul style="list-style-type: none"> <li>• The number of pathway offerings serves as the measure for this goal. <ul style="list-style-type: none"> <li>o Supporting documentation may include the rationale behind deletions, additions, and changes.</li> <li>o Examples of the HCSD Career/College pathway offerings include: CTAE Pathways, Academic Pathways, and Fine Arts Pathways.</li> </ul> </li> </ul> <p><i>(CTAE Director)</i></p>
<p><b>Goal 3:</b> 65% of high school students will earn one or more credits in a Level 2 or Level 3 course.</p>	<ul style="list-style-type: none"> <li>• An Infinite Campus report generating the number of unduplicated high school students earning credit for at least one Level 2 or level 3 course serves as the measure for this goal.</li> <li>• Collect and analyze participation data to ensure access and equity to all students.</li> </ul> <p><i>(Data Analyst Specialist)</i></p>
<p><b>Goal 4:</b> Continue to improve innovative school and program choices for HCSD families and students.</p>	<ul style="list-style-type: none"> <li>• A summary of “NAGC Snapshot Survey Evaluation Tool” data that includes strengths and plans for improvement is used to measure this goal.</li> <li>• Collect and analyze data that provides evidence of the degree to which these programs meet the needs of participating students and how the students are achieving goals aligned with the program’s mission and vision.</li> <li>• Collect and analyze participation data to ensure access and equity to all students.</li> </ul> <p><i>(Director of Innovative and Advanced Programs)</i></p>
<p><b>Goal 5:</b> Increase the number of Gifted Endorsed teachers by 1% each year.</p>	<ul style="list-style-type: none"> <li>• Collect and review HCSD Gifted Endorsement rosters/records from Pioneer RESA.</li> <li>• Analyze electronic personnel system records.</li> <li>• Calculation: Gifted endorsed teachers current year compared to gifted endorsed teacher from the previous year (# of gifted endorsed teachers current year/total # of teachers current year)</li> </ul> <p><i>(Director of Innovative and Advanced Programs)</i></p>

RIGOR	METRICS
<p><b>Goal 6:</b> Increase the number of HCSD high school students who graduate with a Georgia or Hall County bilingual seal on their diploma by 15% each year.</p>	<ul style="list-style-type: none"> <li>High schools submit the number of students earning a bilingual seal via the Balanced Scorecard Google Form/Document.</li> <li>Once AP/IB Scores become available (summer – lagging data), the Board will receive a second measure for this goal. The second measure will include AP/IB scores.</li> </ul> <p><i>(Data Analyst Specialist, Director of Innovative and Advanced Programs)</i></p>
<p><b>Goal 7:</b> Increase the number of ESOL Endorsed teachers by 1% each year.</p>	<ul style="list-style-type: none"> <li>Collect and review HCSD ESOL Endorsement rosters/records from Pioneer RESA.</li> <li>Analyze electronic personnel system records.</li> <li>Calculation: ESOL endorsed teachers current year compared to ESOL endorsed teacher from the previous year (# of ESOL endorsed teachers current year/total # of teachers current year)</li> </ul> <p><i>(Director of Federal Programs)</i></p>
<p><b>Goal 8:</b> Each EL Subgroup (elementary, middle, high) will meet or exceed the annual state improvement targets on the Georgia Milestones Assessment in ELA, Math, Science, and Social Studies.</p>	<ul style="list-style-type: none"> <li>The targets included in the CCRPI Report are used to measure this goal.</li> </ul> <p><i>(Data Analyst Specialist and Director of Federal Programs)</i></p>
<p><b>Goal 9:</b> Increase the number of high school students who earn the Fine Arts Diploma Seal.</p>	<ul style="list-style-type: none"> <li>High schools submit the number of students earning a Fine Arts Diploma Seal via the Balanced Scorecard Google Form/Document.</li> </ul> <p><i>(Data Analyst Specialist)</i></p>
<p><b>Goal 10:</b> Increase the number of high school graduates who earn a Career Ready Diploma Seal: Employability/Soft Skills Seal, Pathway Skills Seal, and Leadership Skills Seal.</p>	<ul style="list-style-type: none"> <li>The number of graduates listed in the Career Ready Diploma Seal Report submitted to the GaDOE serves as the measure for this goal.</li> </ul> <p><i>(CTAE Director)</i></p>
<p><b>Goal 11:</b> Increase the number of gifted identified EL elementary students by 2% each year.</p>	<ul style="list-style-type: none"> <li>Pull number of gifted identified EL elementary students from previous year</li> <li>Pull number of gifted identified EL elementary students from current year to compare to previous year</li> <li>Current year to show a 2% increase from previous year</li> </ul> <p><i>(Data Analyst Specialist/Director of Innovative and Advanced Programs/Director of Federal Programs)</i></p>