

Bismarck Public Schools

Balanced Scorecard – Objectives, Measures and Initiatives



	Objectives	Lag Measures	Lead Measures	Initiatives
Serve the Stake-holders	<ol style="list-style-type: none"> 1. Provide Excellent Education Resulting in Maximum Student Achievement. 2. Graduate Students Who are Well-Rounded and Contributing Citizens 	<p>Note: The items listed in red are new recommendations as of March 2007. The items listed in green are evergreen.</p> <p style="text-align: right;">Last Updated 4/10/07</p>		
Serve the Students and Parents	3. Maximize Learning for ALL Students	<ol style="list-style-type: none"> 1. Standardized Assessments – Aggregate Scores <ul style="list-style-type: none"> • ND State Assessment – grades 3-8 & 11 • ACT – grade 11 & 12 	<ul style="list-style-type: none"> • MAP – gr. 2-9 • BPS Writing Assessment – gr. 6 & 9 • PLAN 	
	4. Create an Inviting and Nurturing School Culture & Climate	2. Formal Climate Assessment		
	5. Optimize Communication: Internally & Externally with Parents/Students/Patrons	<ol style="list-style-type: none"> 3. Surveys <ul style="list-style-type: none"> • Bi-yearly online District Parent Survey • Building Level Parent Survey with a focus on parent communications 	4. Number of Parent and Student Power School Hits	
	6. Engage Students in School and Community	<ol style="list-style-type: none"> 5. Benchmark Indicator <ul style="list-style-type: none"> • Number of students in co-curricular activities 	6. Survey of students (many variables)	
Manage Resources	7. Be Fiscally Responsible	<ol style="list-style-type: none"> 7. Benchmark Indicators <ul style="list-style-type: none"> • Bond Rating • Mill Levy Targets 		<ul style="list-style-type: none"> • Align Budget Requests with Balanced Scorecard Objectives and Initiatives
Run the Schools	8. Standards-based Curriculum is Communicated, Aligned, and Flexible to Adapt for Challenge and Relevancy.	<ol style="list-style-type: none"> 8. Percent of students considered ready for post secondary education as measured on ACT 	<ol style="list-style-type: none"> 9. Student Count <ul style="list-style-type: none"> • Core courses and course sequences • Total credits at graduation 10. PLAN (grade 10) 11. Percentage of Staff Implementing Curriculum 	<ul style="list-style-type: none"> • Create, Implement, and Refine Essential Maps PK-12 (evergreen) • Implement Math Curriculum K-12 (evergreen) • Implement Literacy Curriculum K-12 (evergreen) • Study Standards-Based Report Cards for the District • Develop PK-12 Standards-Based Curriculum Expectations for Each Grade Level/Course/Post on Website

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	<p>9. All Levels of the Organization are Accountable for Continuous Improvement in Instruction and Assessment Leading to Achievement for ALL Students</p>	<p>12. Standardized Assessments – Disaggregated Scores</p> <ul style="list-style-type: none"> • ND State Assessment - grades 3-8 & 11 • ACT – grade 11 & 12 	<ul style="list-style-type: none"> • MAP – gr. 2-9 • BPS Writing Assessment – gr. 6 & 9 • PLAN 	<ul style="list-style-type: none"> • Data-Driven Decision Making (evergreen) • Implement Assessment Systems (NDSA, MAP, DIBELS, etc) (evergreen) • Develop Standard BPS Test Results Document • Develop Teacher Ability in Administration, Interpretation, and Application of Assessments for ALL Students • Engage Students in Personal Goal Setting to Monitor Their Progress • Develop Teacher Ability to Explain and Educate Parents and community Members About Assessment Results and Continuous School Improvement • Use Data to Identify Curricular and Instructional Interventions
	<p>10. Promote a Positive Working and Learning Environment</p>	<p>13. Formal Climate Assessment</p>		<ul style="list-style-type: none"> • ASSIST Planning and Implementation (evergreen) • Develop Structured Opportunities for Superintendent to Communicate with Staff
	<p>11. Provide Optimal Physical Space for Learning</p>	<p>14. Annual Inspections</p>	<p>15. Benchmark Indicators</p> <ul style="list-style-type: none"> • Class Size (mean and outliers) • List of BPS Standards 	<ul style="list-style-type: none"> • Develop Thermal, Ventilation, Lighting, and Physical Space Standards • Update and Implement Facilities Plan
	<p>12. Promote the Safety and Wellness of Students and Staff</p>	<p>16. Fitness Grams 17. Self-funded Insurance Expenditures 18. Number of Suspensions/Expulsions</p>	<p>19. Trends - Youth Risk Behavior Survey 20. School Health Index 21. Student Surveys</p>	<ul style="list-style-type: none"> • Engage the Community in Responding to Wellness via School Health Policy (evergreen) • Develop/Maintain Activities Directory Menu • Develop a District Wellness Committee • ADD ANTI-BULLYING INITIATIVE
	<p>13. Examine/Recommend/Implement Proven Instructional Delivery Models</p>	<p>22. Growth in Student Achievement</p>	<p>23. Benchmark Indicator</p> <ul style="list-style-type: none"> • Log of models/ programs formally studied, considered and acted upon 	<ul style="list-style-type: none"> • Develop a process to seek approval prior to initiating new models/pilots. Approval may be predicated on the existence of some sort of formal assessment to measure the degree of success of the model • Develop an evaluation process that is used to determine the effectiveness of

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				<ul style="list-style-type: none"> new models/pilots Develop a process of sharing best practices across the district (online, observation, workshop)
Develop Employees	14. Identify, Implement, and Track Comprehensive Staff Development that Aligns with Strategic Objectives.		24. Number of teachers, administrators, and support staff attending training that aligns with strategic objectives	<ul style="list-style-type: none"> Training-Differentiated Instruction and Application (evergreen) Create and Implement a Model that Provides Instructional Support Regarding (1) Student Data, (2) Curriculum, (3) Instructional Strategies Develop Minimum Skills and Knowledge Competencies for Staff Track the Number of Staff Meeting Minimum Competencies Provide Staff Development for All Staff in Effectively Responding to Concerns of Parent/Students/Patrons
	15. Attract and Retain Highly Qualified and Effective Teachers, Administrators and Support Staff	25. Professional staff – Quality of work/life issues assessment 26. Number of Employees who Obtain Master’s Degrees 27. Number of Employees who Have Met Minimum Staff Development Competencies 28. Number of Educators in Mentoring Program 29. Number of Educators in Administrative Intern Program	30. Analysis of step, experience, and column distribution 31. All staff evaluations completed to ensure that issues are addressed 32. Number of administrators attending staff development on hiring and evaluation procedures	<ul style="list-style-type: none"> Offer Leadership Development Program, Mentoring, Internships (evergreen) Offer Competitive Salary and Benefits Provide Staff Development for Administrators on Hiring, Evaluation, and Documentation Procedures that Result in Growth and Change Establish Standards for Staff Performance Review Current Evaluation Process with Board Provide Staff Development for Administrators on Interventions for Low Performing Staff