7/27/2021 11:21:42 AM

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Strategic Goal I - Student Success Through College, Career and Life Readiness

Performance Objectives	Performance Measures	2018-2019		2019-2020		2020-2021		2021-2022		Initiatives
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	
A - Improve student mastery of standards	Georgia Milestones Student Achievement Data - Increase by 6% the number of students scoring at proficient or above on	38.8	37.7	44.8		50.8		56.8		1 - Ensure ALL students have access to a guaranteed viable curriculum
	Georgia Milestones Student Achievement Data - Increase by 6% the number of students scoring at proficient or above on	39.0	35.7	45.0		51.0		57.0		2 - Increase and/or sustain partnerships to improve opportunities for early learning, birth to kindergarten
	Georgia Milestones Student Achievement Data - Increase by 6% the number of students scoring at proficient or above on	32.6	36.1	38.6		44.6		50.6		3 - Allocate the use of time, materials, and fiscal resources for progress monitoring of achievement
	Georgia Milestones Student Achievement Data - Increase by 6% the number of students scoring at proficient or above on SOCIAL STUDIES	34.4	31.1	40.4		46.4		52.4		4 - Provide ongoing embedded coaching support for teachers in content areas
	College and Career Readiness Performance Index Data - Increase by 6% the number of students scoring at the lexile midpoint and above -		48.14	54.14		60.14		66.14		5 - Performance Measures:
	College and Career Readiness Performance Index Data - Increase by 6% the number of students scoring at the lexile midpoint and above - Middle		51.86	57.86		63.86		69.86		

7/27/2021 11:21:42 AM

BALANCED SCORECARD

College and Career Readiness Performance Index Data - Increase by 6% the number of students scoring at the lexile		56.54	62.4			68.4		74.4	
College and Career Readiness Performance Index Data - Increase by 3% the difference between the District Overall		77.8	78.46			79.13		79.78	
College and Career Readiness Performance Index Data - Increase 2% graduation rate for the 4 year cohort annually		81.61	83.61	80.0		85.61		87.61	
College and Career Readiness Performance Index Data - Maintain a 90% or better student growth rate as measured by the progress indicator on		91.5	90			90		90	
College and Career Readiness Performance Index Data - Increase by 3% the difference between the District Overall CCRPI Score and 100 the student growth rate as measured by the progress indicator on CCRPI - Middle		85.7	86.13			86.56		86.99	
College and Career Readiness Performance Index Data -Increase by 3% the difference between the District CCRPI Score and 100 the student growth rate as measured by the progress indicator on CCRPI - High		87.9	88.26			88.63		88.99	

7/27/2021 11:21:42 AM

BALANCED SCORECARD

	National Student Clearinghouse Data for District - Increase by 3% annually the number of students enrolled in college the fall immediately after high		51%	54%	56%	57%		60%	
B - Improve student social emotional learning competencies	District Student Assistance Program Data - Maintain the # of students accessing the district's student assistance		400	400		400		400	1 - Professional learning and implementation of Growth Mindset
									2 - Build relationships with
									3 - Promote and continue the
									4 - Provide transition
									5 - Performance Measures:
C - Consistently engage students in work with high levels of cognitive demand	Advanced Placement/International Baccalaureate Data - Increase the number of students enrolled in advanced curriculum coursework		509	519	580	529		540	1 - Transition International Baccalaureate to a full diploma program
	College and Career Readiness Performance Index Data - Increase the % Pathway Completion on CCRPI by 10%		70.50%	72.50%		74.50%		76.50%	2 - Implementation of the International Baccalaureate Middle Years Program (MYP)
	College Board/ACT Data - Increase the average SAT score by 10 points over the next five		989	991	981	993		995	3 - Engage district and school-based staff in a process of continuous improvement that
	College Board/ACT Data - Increase the average ACT score by .2 points annually		20.2	20.4	19.6	20.6		20.8	4 - Identify and provide professional learning needed to support core content
	Gallup Student Poll District Scorecard - Increase the % score on the Engagement Index for students grades 5-12 by 2%		56%	58%	52%	60%		62%	

7/27/2021 11:21:42 AM

BALANCED SCORECARD

D - Develop and nurture family support	Dalton Public Schools Communications Department Data - Increase by 6% annually the number of recipients who open the district's eNewsletter		1270	1346	1407	1427	1460	1512		1 - Enhance our district's educational oppportunities for parents to learn how to support their child academically
	Dalton Public School Family Engagement Data - Increase by 6% annually the number of parent attendees in classes conducted by the family engagement coordinators or the schools that teach parents how to provide academic assistance to their child		332	350		370	347	390		2 - Grow the Little Cats Program
	Dalton Public School Family Engagement Data - Increase the number of students who are enrolled in the DPS Little Cats Program by two classes		42	56		56		70		3 - Performance Measures:

7/27/2021 11:21:42 AM

BALANCED SCORECARD

Strategic Goal II - Student Success Through Recruitment and Retention of Quality Professionals

Performance Objectives	Performance Measures	2018-2019		2019-2020		2020-2021		2021-2022		Initiatives
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	
A - Enhance the appeal of DPS employment	Dalton Public Schools Human Resources Data - Increase the % diverse certified applicants in the annual DPS applicant pool by 2% annually		Hispanic - 17%, Black - 3%, Other - 2%	24%		26%		28%		1 - Improve Comprehensive Incentive Program
	Dalton Public Schools Human Resources Data - Increase the % diverse classified applicants in the annual DPS applicant pool by 2% annually		Hispanic - 37%, Black - 2%, Other - 5%	46%		48%		50%		2 - Enhance recruitment efforts
	Dalton Public Schools Human Resources Data - Increase the # DPS applicants by 2% annually		Certified - 1656, Classified - 729	Certified - 1689, Classified - 744	Certified - 954; Classified - 415	Certified - 1722, Classified - 759		Certified - 1755, Classified - 774		3 - Performance Measures:
	Dalton Public Schools Human Resources Data - Increase 20% annually to reach $1.55 million increase to improve specific steps on local teacher salary scale.		$345,300	inc $305,600		inc $310,000		inc $310.000		
B - Improve professional support infrastructure	DPS Financial Data - Maintain at least 2.0% of expenditures for Professional Learning		2.21%	2.0%		2.0%		2.0%		1 - Develop district-wide mentorship program
	College and Career Readiness Performance Index Data - Increase the % on CCRPI School Climate Indicator for Teacher/Staff/Administrator annually by 3%		81.66	84.66		87.66		90.66		2 - Enhance district professional development Canvas Course

7/27/2021 11:21:42 AM

BALANCED SCORECARD

										3 - Performance
C - Increase retention rate of quality staff	Dalton Public Schools Human Resources Data - Increase the % annual retention rate of staff 1% annually		Certified - 90% Classified - 86%	Certified - 91% Classified - 87%	Certified - 91%; Classified 83%	Certified - 92% Classified - 88%		Certified - 93% Classified - 89%		1 - Develop recredentialing/recognition program
	Dalton Public Schools Human Resources Data - Increase the % of staff completing the district's exit survey by 5% annually		30%	35%		40%		45%		2 - "Dalton Ready"
										3 - Performance

7/27/2021 11:21:42 AM

BALANCED SCORECARD

Strategic Goal III - Student Success Through Operational Excellence

Performance Objectives	Performance Measures	2018-2019		2019-2020		2020-2021		2021-2022		Initiatives
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	
A - Provide state-of-the-art facilities	Dalton Public Schools Quality Standards Data for Facilities and Technology - Increase the number of quality standards met		16	22		25		25		1 - Add a 6-7 grade school and reconfigure grades of all secondary schools
	Dalton Public Schools Quality Standards Data for Facilities and Technology - Annually provide a percentage of the $8.7 million budget for technology to be spent on infrastructure		35%	20%		20%		20%		2 - Improve facility features and functionality
										3 - Update
										4 - Performance
B - Enhance school safety	Dalton Public Schools Safety and Technology Data - Increase the number of School Resource Officers (SROs) assigned in the		4.5	6		6		6		1 - Improve staffing to meet security and safety needs throughout the
	Dalton Public Schools Safety and Technology Data - Increase the number of technology quality standards met annually		10	21		25		27		2 - Increase school safety technology
										3 - Performance
C - Evaluate and commit the best use of financial resources	Dalton Public Schools Annual Budget - Increase the % level of funding for strategic initiatives		44.17%	55%		66%		77%		1 - Reallocate resources to fund strategic initiatives
										2 - Increase revenues
										3 - Performance

7/27/2021 11:21:42 AM

BALANCED SCORECARD

Strategic Goal IV - Student Success Through Family and Community Engagement

Performance Objectives	Performance Measures	2018-2019		2019-2020		2020-2021		2021-2022		Initiatives
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	
A - Develop and nurture a base of key community influencers	Dalton Public Schools Communications Department Data - Increase the number of attendees at public engagement meetings		38	40		42		45		1 - Hold strategic public engagement meetings
	Dalton Public Schools Communications Department Data - Increase the number of community members who successfully complete the DPS		0	6		12		18		2 - Create a DPS Ambassador Program
	Dalton Public Schools Communications Department Data - Increase by 6% annually the number of recipients who open the		1270	1346	1407	1427	1460	1512		3 - Performance Measures:
B - Enhance and sustain robust communications and community partnerships	Dalton Public Schools Communications Department Data - Decrease by 6% annually the number of stakeholders who do not		27%	25.4%	15.6%	23.9%	6.37%	22.5%		1 - Create communications plans to inform the public about key initiatives and district changes
	Dalton Public Schools Communications Department Data - Every school will either advance one level or maintain the transformative level score on the partnership rubric		Not Available this year							2 - Strengthen partnerships in schools that directly benefit students and their families

7/27/2021 11:21:42 AM

BALANCED SCORECARD

	Dalton Public Schools Communications Department Data - Increase by 6% the district total number of volunteer hours		Not Available this year						3 - Establish a system or process for calculating the number of volunteer hours at each school
									4 - Performance Measures: