Atlanta Public Schools Balanced Scorecard

Objective	Performance Measure	Unit of Measure
1.1 Improve Student Achievement	District targets met (1.1.1)	% of district targets met
	APS/State Student Achievement - Reading CRCT (1.1.2)	% of district students that meet or exceed state standards
	APS/State Student Achievement - English/Language Arts CRCT (1.1.3)	% of district students that meet or exceed state standards
	APS/State Student Achievement - Mathematics CRCT (1.1.4)	% of district students that meet or exceed state standards
	APS/State Student Achievement - Science CRCT (1.1.5)	% of district students that meet or exceed state standards
	APS/State Student Achievement on the GHSGT - Grade 11 First-Time Test Takers (1.1.6)	% of district students showing improvement in four of five content areas
	Absenteeism - Elementary (1.1.7a)	% of students missing 10 or more days
	Absenteeism - Middle (1.1.7b)	% of students missing 10 or more days
	Absenteeism - High (1.1.7c)	% of students missing 10 or more days
	Graduation Rate (1.1.8)	% of 9th grade students graduating from high school in 4 years
	Schools meeting Adequate Yearly Progress (AYP) (1.1.9)	% of schools meeting or exceeding AYP
1.2 Improve Teacher Effectiveness	Teachers' effective implementation of the 26 Teaching Expectations (1.2.1)	% of observed teachers who demonstrated APS Teaching Expectations as exceeds or meets
	Teachers' effective use of technology as a best practice (1.2.2)	% of observed teachers who demonstrated the use of technology as a best practice
1.3 Increase Community Engagement	School partnerships meeting agreed objectives (1.3.1)	% of school partnerships meeting agreed objectives
	Targeted community groups addressed (NPUs, Faith-Based, Government, Civic, Business, Community - Based, Women, and Professional (1.3.2)	# addressed
	Perception of APS by stakeholders (1.3.3)	% of parents giving APS an A or B rating on the APS Parent Survey
1.4 Ensure High Quality, Safe, Secure Facilities	Average number of years since last renovation (1.4.1)	# of years
	Implementation of regulatory inspection recommendations (1.4.1)	% of adopted regulatory corrective action plans implemented
2.1 Strategically Manage and Leverage Technology	Accessibility and stability of technology infrastructure and systems (2.1.1)	% of school administrative office sites with new workstations installed % of schools with complete wireless access
2.2 Ensure Fiscal Responsibility and Stability	Unqualified audit opinions (state and external) (2.2.1)	% of unqualified audit opinions
2.3 Align Resources with Strategic Priorities	Spending directed to instruction (2.3.1)	% of spending
3.1 Improve Efficiency and Effectiveness of District Processes	Process improvements implemented (3.1.1)	# of identified process improvements implemented
	Student breakfast participation (3.1.2)	% of students participating in the student breakfast program
3.2 Improve Internal and External Customer Service	Schools satisfaction with targeted district business units (3.2.1)	% units receiving targeted satisfaction score of 3 or better on a 5 point scale
4.1 Increase Employee Capacity and Leadership	Job related training across the district for instructional employees (including leadership) (4.1.1)	% of employees rating training as successful training experience
	Job related training across the district for non-instructional employees (including leadership) (4.1.2)	% of employees attending identified job related professional learning training
4.2 Increase Employee Engagement	Absenteeism rate per employee (sick and unapproved leave) (4.2.1)	% of staff missing 5 or more days
4.3 Improve Recruitment and Retention of Quality Staff	Teacher positions vacant at the end of each quarter (4.3.1)	% of teacher positions vacant
	Novice classroom teachers (0-3 years) retained, excluding TFA and terminations (4.3.2)	% cohort retained
4.4 Build a Culture of Alignment and Accountability	Utilization of the Balanced Scorecard by senior leaders (4.4.1)	% of senior leaders using the Balanced Scorecard as a management tool