

Cardinal Heights Upper Middle School Balanced Scorecard 2016-17



Teaching, Learning & Equity	Workforce Focus	Community Engagement	Facilities & Operations
<p>5 Year Goal: All students surpass their annual academic growth targets and graduate ready for success.</p>	<p>5 Year Goal: Proactively recruit, retain and engage talent that reflects and is responsive to our diverse community.</p>	<p>5 Year Goal: Excel in how we serve all stakeholders and build relationships with families, community members, and businesses that promote positive outcomes for students.</p>	<p>5 Year Goals: Use district resources effectively and efficiently.</p> <p>Facilities and services meet the needs of our diverse and growing student population and community.</p>

School Annual Goals

[District Annual Action Plan](#)

<p>8th and 9th grade Literacy goal: Using the screening data from STAR, students (FAY) will gain 1.0 Instructional Reading Levels (IRL) from fall to spring.</p>	<p>The overall mean on the Employee Engagement Survey will increase by the end of the 2016-2017 school year from 3.78 to 3.91.</p>	<p>The overall mean on the Student Engagement Survey will increase by the end of the 2016-2017 school year from 3.71 to 3.81.</p>	
<p>8th and 9th grade Literacy Equity goal: Using the screening data from STAR, African American students (FAY) will gain 1.0 Instructional Reading Levels (IRL) from fall to spring.</p>		<p>The overall mean on the Parent Satisfaction Survey will increase by the end of the 2016-2017 school year from 3.80 to 3.90.</p>	
<p>9th grade Numeracy goal: The number of students (FAY) who will be college and career ready as measured by the spring 9th grade Math Aspire will increase from 52% to 55%.</p>		<p>The question on the Student Survey, "I know where to go and get help at school," will increase by the end of 2016-2017 from 2.79 to 2.89.</p>	
<p>9th grade Numeracy Equity goal: The number of African American students (FAY) who will be college and career ready as measured by the spring 9th grade Math Aspire will increase from 17% to 20%.</p>			

<p>Reduce the number of African American students (FAY) and students of two or more races failing Algebra.</p>			
<p>8th grade Numeracy goal: Twenty-one percent (21%) of 8th grade students will successfully complete Algebra with a C or better.</p>			
<p>8th grade Numeracy Equity goal: The 17 students who tested in the "yellow" on STAR in the spring of 2016 will ALL move to "blue" on the STAR by the spring of 2017.</p>			
<p>Director Approval: Andrea Daniels and Curt Mould</p> <p>Approval Date: August 22, 2016</p>			

Progress Monitoring Report

Progress Monitoring Report for each department will be collected, recorded, and reported in this document at mid and end of year.

Spotlight: Green = On track to meet goal; Yellow = In danger of not meeting goal; Red = Not likely to meet goal

Teaching, Learning & Equity	Workforce Focus	Community Engagement	Facilities & Operations Goals
<p><u>What specific data will be provided to demonstrate growth in this goal?</u> STAR Data Aspire Data F data</p>	<p><u>What specific data will be provided to demonstrate growth in this goal?</u> Studer Survey Results</p>	<p><u>What specific data will be provided to demonstrate growth in this goal?</u> Student Survey Results</p>	<p><u>What specific data will be provided to demonstrate growth in this goal?</u></p>
<p><u>Quarter 1 Data Summit Report</u> 8th and 9th grade Literacy goal: 8th grade Avg IRL: 8.02 9th grade Avg IRL: 8.6</p> <p>8th and 9th grade Literacy Equity goal: 8th grade AA/2M IRL: 6.372 9th grade AA/2M IRL: 6.74</p> <p>9th grade Numeracy goal: N/A - Aspire Based</p> <p>9th grade Numeracy Equity goal: N/A - Aspire Based</p> <p>8th grade Numeracy goal: 23% of students are enrolled in Algebra and 99.2% of them have C or better.</p> <p>8th grade Numeracy Equity goal: Tracking Document</p>	<p><u>Quarter 1 Data Summit Report</u> N/A</p>	<p><u>Quarter 1 Data Summit Report</u> N/A</p>	<p><u>Quarter 1 Data Summit Report</u> N/A</p>
<p><u>Mid-Year Data Summit Report</u> 8th and 9th grade Literacy goal: 8th grade Avg IRL: 8.32 9th grade Avg IRL: 9.04</p> <p>8th and 9th grade Literacy Equity goal: 8th grade AA/2M IRL: 6.59 9th grade AA/2M IRL: 7.09</p>	<p><u>Mid-Year Data Summit Report</u> Fall Studer Survey Results Staff took the fall Studer Survey and our mean increased to 3.84.</p>	<p><u>Mid-Year Data Summit Report</u> All students were surveyed in Advisory in December. Planned to “dip-stick” at Positive School Climate Night in January but not a statistically large enough sample size. A small group of parents were surveyed on Course Expo night.</p>	<p><u>Mid-Year Data Summit Report</u> N/A</p>

<p>9th grade Numeracy goal: N/A - Aspire Based</p> <p>9th grade Numeracy Equity goal: N/A - Aspire Based</p> <p>8th grade Numeracy goal: 23% of students are enrolled in Algebra and 98.4% of them have C or better.</p> <p>8th grade Numeracy Equity goal: Tracking Document</p>																					
<p><u>Quarter 3 Data Summit Report</u> No summative and benchmark assessment data available.</p>	<p><u>Quarter 3 Data Summit Report</u> No summative and benchmark assessment data available.</p>	<p><u>Quarter 3 Data Summit Report</u> No summative and benchmark assessment data available.</p>	<p><u>Quarter 3 Data Summit Report</u> N/A</p>																		
<p><u>End of Year Data Summary Report</u> <u>Quarter 1 Data Summit Report</u></p> <p>8th and 9th grade Literacy goal:</p> <table border="1" data-bbox="111 902 546 1122"> <thead> <tr> <th>All Students</th> <th>FALL IRL</th> <th>SPRING IRL</th> </tr> </thead> <tbody> <tr> <td>8th Grade</td> <td>8.02</td> <td>8.55</td> </tr> <tr> <td>9th Grade</td> <td>8.6</td> <td>9.24</td> </tr> </tbody> </table> <p>8th and 9th grade Literacy Equity goal:</p> <table border="1" data-bbox="111 1252 546 1435"> <thead> <tr> <th>AA/2MR</th> <th>Fall IRL</th> <th>Spring IRL</th> </tr> </thead> <tbody> <tr> <td>8th grade</td> <td>6.372</td> <td>6.47</td> </tr> <tr> <td>9th grade</td> <td>6.74</td> <td>7.5</td> </tr> </tbody> </table>	All Students	FALL IRL	SPRING IRL	8th Grade	8.02	8.55	9th Grade	8.6	9.24	AA/2MR	Fall IRL	Spring IRL	8th grade	6.372	6.47	9th grade	6.74	7.5	<p><u>End of Year Data Summary Report</u> The overall mean on the Employee Engagement Survey will increase by the end of the 2016-2017 school year from 3.78 to 3.91.</p> <p>If you remove the district-wide questions, our mean went from 3.82 in May of 2016 to 3.92 in May of 2017.</p> <p>With the district-wide questions, our mean was 3.78 in May of 2016 and 3.71 in May of 2017.</p>	<p><u>End of Year Data Summary Report</u> The overall mean on the Student Engagement Survey will increase by the end of the 2016-2017 school year from 3.71 to 3.81.</p> <p>The mean went down to 3.59. This seemed to be a district trend with nine (9) other schools going down in this area.</p> <p>The question on the Student Survey, "I know where to go and get help at school," will increase by the end of 2016-2017 from 2.79 to 2.89.</p> <p>We increased this score to 3.72, exceeding our goal.</p> <p>The overall mean on the Parent Satisfaction Survey will increase by the end of the 2016-2017 school year from 3.80 to 3.90</p> <p>Mean went down to 3.75.</p>	<p><u>End of Year Data Summary Report</u> N/A</p>
All Students	FALL IRL	SPRING IRL																			
8th Grade	8.02	8.55																			
9th Grade	8.6	9.24																			
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9th grade Numeracy goal:

Aspire	2015	2016	2017
All Students 9th grade	52%	52%	52%

9th grade Numeracy Equity goal:

Aspire	2015	2016	2017
9th grade AA Students	16%	17%	16%

Equity goal #2 - Reduce the number of African American students (FAY) and students of two or more races failing Algebra.

Result - The 2015-16 school year had 30 AA or 2 or more race students fail one or two semesters of Algebra. The 2016-17 school year had 17 AA or 2 or more race students fail one or two semesters of Algebra.

8th grade Numeracy goal:

Goal - Twenty-one percent (21%) of 8th grade students will successfully complete Algebra with a C or better.

Result - 22.4% of students successfully completed Algebra with a C or better.

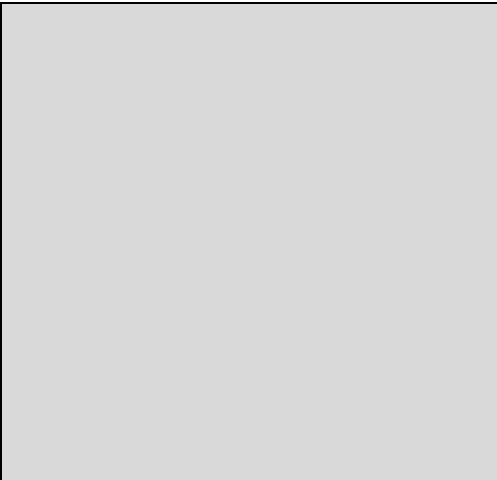
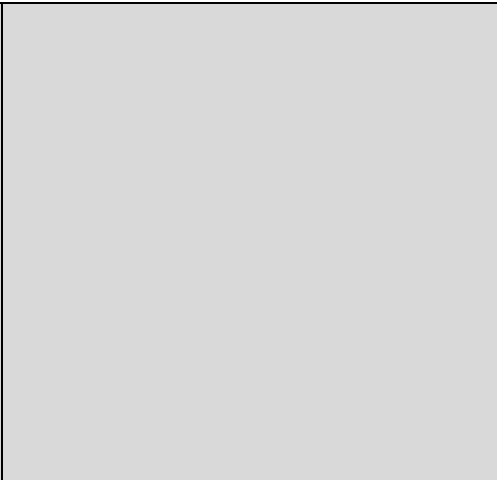
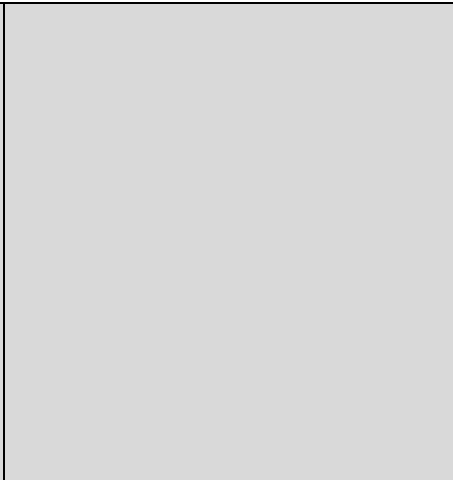
8th grade Numeracy Equity goal:

[Tracking Document](#)

Goal - The 17 students who tested in the Yellow on STAR in the spring of 2016 will

ALL move to Blue on the STAR by the spring of 2017.

Result - Of the 17 students, 4 moved to Green or Blue, 4 remained Yellow, 4 slipped to Red, and 5 did not take the test for various reasons. All students that weren't Green/Blue received specific math interventions to support their learning.



Strategic Actions

Proposed Strategic Actions:

- Will be listed for each goal at the beginning of the year
- May be revised as a result of what is learned through progress monitoring
- Will be approved by the Assistant Superintendent

Stoplight: Green = Completed; Yellow = In Progress; Red = Not Started

Teaching & Learning School Annual Goals

All students surpass their annual academic growth targets and graduate ready for success

Goal	Leadership Actions	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light
8th and 9th grade Literacy goal: Using the screening data from STAR, students will gain 1.0 Instructional Reading Levels (IRL) from fall to spring.						
	Set and monitor student goals based on the STAR test administered in an academic environment.	Counselors, Advisors and Admin	Fall, Winter & Spring	Student goal setting forms New testing plan implemented	Math and English teachers set student goals in class around 1st Q. STAR data.	
	Utilize data summits and weekly PLC meetings to honor AVID implementation with a focus on strategies in Writing, Inquiry, and Digital Organization and creating purpose.	Admin	Ongoing	Fall inservice over Writing, Inquiry, and Digital Organization Each faculty meeting will include a teaching strategy focused on these areas PLC running agendas WICOR walkthroughs	AVID Advocacy team has presented at every staff meeting. Departments have created running agendas and shared with their Admin. WICOR walkthroughs were completed.	

	Complete the LLT process following data rules as determined by the MTSS Steering Committee.	8th grade: Merrick 9th grade: Widiker	Fall, Winter & Spring	LLT documents and STAR data	All LLT were completed with data rules and teacher input.	
	Each elective course will survey their readings and determine lexile, cultural relevance, and plan to increase reading in the electives.	Teachers and Departments	June	Plan developed by June of 2017	ILT created a google survey and is ready to move forward next year, if required.	
<u>8th and 9th grade Literacy Equity goal:</u> Using the screening data from STAR, African American students will gain 1.0 Instructional Reading Levels (IRL) from fall to spring.						
	Incorporate culturally relevant materials and staff-led professional development on minority cultures.	Admin and Teachers	Ongoing	Three staff development sessions throughout the year completed with feedback survey.	Started the year with CWP/PD in August, Love and Logic with CWP in Feb. and our MSAN students presented in March.	
	House and English PLCs will identify students who are African American or two or more races and will closely monitor their academic progress and seek opportunities for growth or remediation.	House and English PLCs	Ongoing	Ongoing PLC agendas	8th grade houses and English PLCs are actively tracking these students.	
	Identify and recruit students of color for AP and Honors.	Hansen, C.	Ongoing	Increase in enrollment of students of color in AP and Honors courses.	Ongoing process led by our ALP Coordinator and EOS. 2016-2017: 70 students of color enrolled	

					2017-2018: 87 students of color enrolled	
<u>9th grade Numeracy goal:</u> The number of students who will be college and career ready as measured by the spring 9th grade Math Aspire will increase from 52% to 55%.						
	Set and monitor goals based on the STAR test administered in an academic environment.	Counselors, Advisors & Admin.	Fall, Winter & Spring	Student goal setting forms New testing plan implemented	Math and English teachers set student goals in class around 1st Q. STAR data.	
	Utilize data summits and weekly PLC meetings to honor AVID implementations in Inquiry and Digital Organization.	Teachers	Ongoing	Fall inservice over Writing, Inquiry, and Digital Organization Each faculty meeting will include a teaching strategy focus on these areas PLC running agendas WICOR walkthroughs	AVID Advocacy team has presented at every staff meeting. Departments have created running agendas and shared with their Admin. Admin has completed WICOR walkthroughs.	
	Complete the LLT process following data rules as determined by the MTSS Steering Committee.	8th grade: Merrick 9th grade: Widiker	Fall, Winter & Spring	LLT documents and STAR data	All LLT were completed with data rules and teacher input.	
	Complete the Math Steering committee work.	Teachers	June	Adoption of learning materials and/or curriculum.	Staff participating in the curriculum renewal and design process.	

<p><u>9th grade Numeracy Equity goal:</u> The number of African American students who will be college and career ready as measured by the spring 9th grade Math Aspire will increase from 17% to 20%.</p> <p><u>9th grade Numeracy Equity goal (Part II):</u> Reduce the number of African American students and student of two or more races failing Algebra.</p>					
	<p>Incorporate culturally relevant materials and staff-led professional development on minority cultures.</p>	<p>Admin and Teachers</p>	<p>Ongoing</p>	<p>Three staff development sessions throughout the year completed with feedback survey.</p>	<p>Started the year with CWP/PD in August, Love and Logic with CWP in Feb. and our MSAN students presented in March.</p>
	<p>Math PLCs will identify students who are African American or two or more races and will closely monitor their academic progress and seek opportunities for growth or remediation.</p>	<p>9th grade Math PLC</p>	<p>Ongoing</p>	<p>-Math PLC minutes -Increase in students identified as African American or two or more races -STAR scores</p>	<p>Completed. See tracking sheet in data report above.</p>
	<p>Identify and recruit students of color for Advanced Math courses.</p>	<p>Hansen, C.</p>		<p>Increase in enrollment of students of color in AP and Honors courses.</p>	<p>Ongoing process led by our ALP Coordinator and EOS.</p> <p>2016-2017: 70 students of color enrolled</p> <p>2017-2018:</p>

					87 students of color enrolled	
<u>8th grade Numeracy goal:</u> Twenty-one percent (21%) of 8th grade students will successfully complete Algebra with a C or better.						
	Intentional identification of advanced learners and planning for incoming 8th graders.	Hansen, C.	Ongoing	21% are enrolled	Ongoing process led by our ALP Coordinator.	
	Incorporate AVID strategies (WICOR) and developments made in the Math Steering Committee.	Teachers with Admin supervision	Ongoing	WICOR walkthroughs	WICOR walkthroughs were completed	
<u>8th grade Numeracy Equity goal:</u> The 14 students who tested in the Yellow for STAR in the spring of 2016 will ALL move to the Blue on the STAR by the spring of 2017.						
	Set and monitor goals based on the STAR test administered in a specific environment.	Counselors, Advisors, and Admin	Fall, Winter & Spring	Student goal setting forms New testing plan implemented	Math and English teachers set student goals in class around 1st Q. STAR data.	
	Math PLCs will identify students who are African American or two or more races and will closely monitor their academic progress and seek opportunities for growth or remediation.	House and Math PLCs	Ongoing	Ongoing PLC agendas	Completed. See tracking sheet in data report above.	

Workforce Focus School Annual Goal:

Proactively recruit, retain and engage talent that reflects and is responsive to our diverse community

Increase the mean on the Employee Engagement Survey from 3.78 to 3.91.

Goal	Leadership Actions	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light
The overall mean on the Employee Engagement Survey will increase by the end of the 2016-2017 school year from 3.78 to 3.91.						
	Re-organize admin structure to better serve teachers and meet the needs of 1,200 students and families.	Admin	September	Improved mean in staff survey BLC feedback	Administrators and Student Services worked with grades instead of cross-grade alphabets to streamline important people connected to students.	
	A focus will be placed on back to basics for PBIS with a focus on hallways and cafe.	Admin	September and January	Decrease in referrals as compared to last year.	PD to start the year and ongoing Admin and teacher dialogue.	
	Create a system for feedback for teachers in the building regarding academic or cultural actions.	Admin	Ongoing	Communicate 100 actions/examples highlighting the positive instructional and behavioral choices of teachers and staff.	Highlighted teacher actions through Week Ahead emails.	
	Present a Staff Leadership workshop	Ryan Ruggles	August	Presentation feedback	Completed in Aug.	

Community Engagement School Annual Goal:

Increase the mean on the Student Engagement Survey from 3.71 to 3.81.

Increase the mean on the Parent Satisfaction Survey from 3.80 to 3.90.

Goal	Leadership Actions	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light
<p>The overall mean on the Student Engagement Survey will increase by the end of the 2016-2017 school year from 3.71 to 3.81.</p> <hr/> <p>The Question on the student survey, "I know where to go and get help at school," will increase by the end of 2016-2017 from 2.79 to 2.89.</p>						
	Create an educational bridge between number and letter grades for students and families.	Doug Maughan and Bob Johnson	September	Video produced and distributed to students.	In planning stages, working with technology on IC requests.	
	Development of academic and career plans process for students grades 8 and 9, ready to implement Fall 2017.	Counselors	June	Plan completed	Plan completed	
	Students will review their STAR performance and set their own goals regarding growth based on their scale score.	Counselors via Advisories	September, January & May	Goal sheets	Math and English teachers set student goals in class around 1st Q. STAR data.	
	Advisory focused on where to go for academic and behavior help and flowcharts created for students.	Counselors via Advisories	November	Flowcharts created	Advisory has been a very positive addition to our school day.	

	We will add 3 new clubs to our offerings this year.	Ryan Ruggles	June	Additional clubs documented	8th grade Dance Club, Pokemon Club, Reading Club	
	Mini lesson created and shared to explain how IC works.	Bob Johnson	September	Production and distribution of video	Still working with DO to overcome technical difficulty (creating non-existent student)	
	Implement the Mental Health Grant Work. (Trauma Schools)	Shannon Dentice and Denise Meier	Ongoing	Presentations and survey data	Team moving forward as planned. Ongoing PD.	
	Implement a personalized learning program.	Ryan Ruggles and 8E teachers	Sept.-June	Create space, recruit students, re-design lessons and implement the program.	Program started with great feedback. Working with Edgewood College to study our implementation.	
The overall mean on the Parent Satisfaction Survey will increase by the end of the 2016-2017 school year from 3.80 to 3.90.						
	Create an educational bridge mini lesson between number and letter grades for students and families.	Doug Maughan and Bob Johnson	September	Production and distribution of video	In planning stages, working with technology on IC requests.	
	Staff will create processes to share their curriculum with parents on a regular basis.	Departments	June	Departmental plans	Focus for 2017-2018	
	Personalized learning program (both 8th grade and PPA) parents will be surveyed twice during the school	8E and Edgewood staff	October and March	Surveys completed	Parents part of Edgewood College study. Surveying is an	

	year to determine efficacy of the program from their perspective.				integral part of that.	
	Mini lesson created and shared to explain how IC works.	Bob Johnson	September	Production and distribution of video	Still working with DO to overcome technical difficulty (creating non-existent student)	

Facilities & Operations Annual Goal:

Use district resources effectively and efficiently. Facilities and services meet the needs of our diverse and growing student population and community.

Goal	Leadership Actions	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light
TBD	TBD	----	-----	-----	-----	-----