

**Program Manager for Professional Development in Teaching, Learning, and Equity**



**Balanced Scorecard 2016-17**

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

**Department Annual Target**

Annual Goals are to be approved by Senior Leadership Team.

<p>Increase the percentage of 3rd grade students scoring proficient or advanced on the state standardized literacy assessment from 57.6% to 63%.</p> <p>Increase the number of 8th grade students successfully completing Algebra from 19% to 21%.</p> <p>Increase % of 10th grade students meeting all five college readiness standards on ACT Aspire from 33% to 39%</p> <p>Increase the percentage of high school students earning one or more post-secondary credits and/or nationally recognized certifications from % to %. Curt- set this. Include the 9th graders.</p> <p>Build staff capacity to create and maintain a learning environment conducive to increasing student achievement for African American</p>	<p>Maintain an employee retention rate that is best-in-class among benchmark districts, currently at 10%.</p> <p>Maintain the district mean on the Employee Engagement Survey from at or above 4.36 for District Office Teaching, Learning &amp; Equity.</p> <p>Increase the percentage of employees with racially and ethnically diverse backgrounds from 10% to 11%.</p>	<p>Successful referendum outreach effort</p> <p>Increase internal engagement</p> <p>Establish a baseline for measuring external engagement</p> <p>Increase parent satisfaction</p> <p>Increase African American parent satisfaction</p>	<p>Establish sustainable resource allocation plan for the 2017-2018 school year.</p> <p>Increase the district mean on the District Services Survey from 4.01 to 4.06.</p> <p>Maintain or increase the District's bond rating Aa2 to Aa1.</p> <p>New school construction opens on time, under budget.</p>
---	--	---	--

students in the areas of literacy, numeracy, access to higher level courses and engagement.  Increase district mean on the student engagement from 3.84% to 3.94%			
Assistant Superintendent: Stephanie Leonard-Witte			
Approval Date: September 2016			

### 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
<u>What specific data will be provided to demonstrate growth in this goal?</u>  Support TLE Goals	<u>What specific data will be provided to demonstrate growth in this goal?</u>  Support TLE Goals	<u>What specific data will be provided to demonstrate growth in this goal?</u>  Support TLE Goals	<u>What specific data will be provided to demonstrate growth in this goal?</u>  Support TLE Goals
<b><u>Quarter 1 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 1 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 1 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 1 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>
<b><u>Quarter 2 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 2 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 2 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 2 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>
<b><u>Quarter 3 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 3 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 3 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 3 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>
<b><u>Quarter 4 Data Summary Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 4 Data Summary Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 4 Data Summary Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 4 Data Summary Report</u></b> <i>(Enter data and outcome report here)</i>

--	--	--	--

### Strategic Actions

**Proposed Strategic Actions:**

- Will be listed for each goal at the the beginning of the year,
- May be revised as a result of what is learned through progress monitoring, and
- 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.					
Leadership Actions (add rows as needed)	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light
Support TLE goals in the following ways:					
Secure, schedule and deploy lab site staff developers for all elementary Title I schools with Teachers College	Aloy Plen Rick Mueller	September - May 2016-17	Teachers College schedule shared with all elementary building sites.	12/16	
Direct, communicate, evaluate elementary TC staff developer labsite work around conferring and learning progressions	Aloy Plen Rick Mueller	2016-2017	Survey results from TC Labsite Schools Support of conferring walk through data	12/16	
Provide feedback tool to measure teacher's growth and satisfaction with TC staff developer	Aloy Plen Rick Mueller	December 2016	Employee survey for labsite	12/16	
Align, collaborate, and guide elementary Instructional Coach PD to labsites and fidelity check tool specifics.	Aloy Plen Rick Mueller	2016-2017	Work artifacts from labsite staff developers	12/16	
Create non-labsite training for non-Title I schools.	Aloy Plen Rick Mueller	1 per semester Per school	Non-Labsite Scheduled	12/16	
Create Camp Cardinal PD & ongoing PD supporting literacy as defined by Directors	Aloy Pien	2016-2017	Camp Cardinal 1 literacy training evaluations Camp Cardinal 2 course lists and evaluations PD Day October 7, November 23, March 24 and Camp Mini June 13-15	12/16	

Support K-12 teachers with PD for math support	Aloy Pien	2016-2017	Orientation Training during Camp Cardinal Nate Rosin K-12 PD Sessions, meetings evaluations Intervention training	12/16	
--	-----------	-----------	---	-------	--

<b>Workforce Focus School Annual Goal:</b> Increase the mean on the District Office- Teaching, Learning, and Equity Employee Engagement Survey from <i>x.xx to x.xx</i> . Proactively recruit, retain and engage talent that reflects and is responsive to our diverse community.					
Leadership Actions (add rows as needed)	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light
Support TLE Directors' DAPs					

<b>Community Engagement School Annual Goal:</b> Increase the mean on the Student Engagement Survey from <i>x.xx to x.xx</i> . Excel in how we serve all stakeholders and build relationships with families, community members, and businesses that promote positive outcomes for students.					
Leadership Actions	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light

Support TLE Directors' DAPs					

**Facilities & Operations Annual Goal:** Increase the mean on the Teaching, Learning and Equity District Services Survey from x.xx to x.xx.  
 Use district resources effectively and efficiently. Facilities and services meet the needs of our diverse and growing student population and community.

Leadership Actions (add rows as needed)	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light
Support TLE Directors' DAPs					

**Quality Annual Department Target**  
 Goal statement indicating a change from \_\_\_ to \_\_.\*  
 Focus on providing multiple formative feedback opportunities for the New Teacher mentors to support their individual growth within practice to continuously improve and have greater impact on teacher and student growth using data gathered on online tool.

Leadership Actions	Process	Timeline	Measures	Stoplight	EOY Stop Light
--------------------	---------	----------	----------	-----------	----------------

	Owner(s)				
Lead mentors to create classroom profiles and ASW charts for all first and second year teachers that work with mentors. Highlight students that are minimal and basic and choose case study student to analyze instructional practices that are effective for learning. (Case study teachers)	Aloy Pien	2016-2017	Class profiles in mentor online tool for each teacher on caseload.  ASW work identified in all mentor online tools for each teacher on caseload.	12/16	
Introduce <i>Learning Zone</i> online tool to support mentors work to gather high impact program data such as time per teacher, number of observations, tool usage and reflect monthly on data.	Aloy Pien	2016-2017	Data reports provided by <i>Learning Zone</i> and end-of-the-year reports.	12/16	
Use peer coaching model twice per year for each mentor to support individual growth and practices	Aloy Pien	2016-2017	2 cycles of inquiry with 3 step process documented.	12/16	
Each mentor meets 1:1 with program leader a minimum of 3 times per semester to reflect on caseload data and support individual growth.	Aloy Pien	2016-2017	6 sessions of 1:1 mentor/program lead meetings over the year.	12/16	
Develop PLC format for monthly work to reflect, learn, and plan with mentors.	Aloy Pien	2016-2017	Completed agendas documenting PLC work.	12/16	