

Balanced Score Card  
Indian River School District  
2008-2009

**Mission:**

The Indian River School District's mission is to ensure that all students attain the knowledge, skills, and attitudes needed to realize their potential, meet the challenges of their life choices, and fulfill their responsibilities as world citizens through a partnership of students, parents, staff, and community.



**Goals:**

1. Accelerate academic achievement for all students.
2. Recruit, hire, and retain highly qualified teachers for all classrooms.
3. Utilize instructional technology to maximize learning.
4. Create safe and orderly environments conducive to learning.
5. Partner with individuals, parents, businesses, and community groups to promote student achievement.

Strategic Objective	Supports Goal #	Sponsor	Measures	Baseline 2007 – 2008	2008-2009 Target	2008-2009 Actual	2011-2012 Target
<b>1. Instruction</b>							
1.1 To improve student achievement by aligning the curriculum to state standards and Grade Level Expectations (GLEs), by instituting common assessments, by implementing research-based teaching strategies, and by focusing on differentiated instruction.	<b>1</b>	S. Bunting, S. Smith and DOI members	1.1a The percentage of IRSD third, fifth, eighth, and tenth grade students that meet or exceed the state standard in reading will annually increase.	Delaware Student Testing Program (DSTP) Results  3 <sup>rd</sup> Grade Reading 2007... 90% 2008...88% 5 <sup>th</sup> Grade Reading 2007... 92% 2008...95% 8 <sup>th</sup> Grade Reading 2007... 91% 2008...90% 10 <sup>th</sup> Grade Reading 2007... 73% 2008... 74%	State Target (73%)  93%  95%  92%  77%	State Target (73%)	State Target (89%)

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<b>1. Instruction</b>							
	1	S. Bunting, S. Smith and DOI Members	1.1b The percentage of IRSD third, fifth, eighth, and tenth grade students that meet or exceed the state standard in math will annually increase.	Delaware Student Testing Program (DSTP) results  3 <sup>rd</sup> Grade Math 2007... 90% 2008... 87% 5 <sup>th</sup> Grade Math 2007... 90% 2008... 89% 8 <sup>th</sup> Grade Math 2007... 76% 2008... 79% 10 <sup>th</sup> Grade Math 2007... 61% 2008... 59%	State Target (58%)  91%  91%  80%  65%	State Target (58%)	State Target (83%)
1.2 To promote increased achievement for special education students a specific plan for improved math and reading performance on the DSTP will be <ul style="list-style-type: none"> <li>▪ Required for each school</li> <li>▪ Monitored via walk thrus</li> <li>▪ Included among principals' goals</li> </ul>	1	S. Bunting S. Smith D. St. Peter	1.2a Special education students' math and reading performance scores on the DSTP will annually increase.				
1.3 To increase classroom contact time, <ul style="list-style-type: none"> <li>▪ Tuesday mornings will be dedicated to school visitations</li> <li>▪ A chart of classrooms visited will be maintained</li> </ul>	1	S. Bunting	1.3a The number of visits to each classroom in the district will increase.	2	3		

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<b>1. Instruction</b>							
1.4 To ensure that building administrators are promoting the growth of each staff member, <ul style="list-style-type: none"> <li>▪ Lesson analyses and performance appraisals will be read</li> <li>▪ Comments re: the use of LFS strategies and lesson format will be expected</li> <li>▪ Feedback will be provided to principals</li> </ul>	1	S. Bunting	1.4a Monitoring of principals' promotion of research-based instructional practices via the DPAS II evaluation process will be increased.	10% of all lesson analyses and performance appraisals	20% of all lesson analyses and performance appraisals		
1.5 To facilitate the implementation of assessment <i>for</i> learning, <ul style="list-style-type: none"> <li>▪ A series of professional development sessions for principals will be designed</li> <li>▪ Administrators will read <i>Ahead of the Curve</i> and discuss its implications for increased learning</li> <li>▪ Principals will evaluate assessment "evidence" during Leadership Institute VI sessions</li> </ul>	1	S. Bunting	1.5a The quality of classroom assessments will be increased via administrator's participation in PLC sessions featuring assessment <i>for</i> learning strategies and practices.	6	8		

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Strategic Objective	Supports Goal #	Sponsor	Measures	Baseline 2007 – 2008	2008-09 Target	2008-09 Actual	2011-12 Target
<b>1. Instruction</b>							
1.6 To assure that the district maximizes its state allocated unit count, the assistant superintendent will <ul style="list-style-type: none"> <li>▪ Receive training and train principals on the unit count system.</li> <li>▪ Update audit procedures handbook yearly to reflect new regulations and changes.</li> <li>▪ Require principals to submit unit count and staffing estimates beginning in March of each year and each month through September</li> <li>▪ Stay abreast of unit count changes from the IREC staff and grant funding that affects state units.</li> <li>▪ Complete an internal audit of units by December 16<sup>th</sup> each year.</li> <li>▪ Assemble an audit team to monitor and assist schools in the process</li> <li>▪ Create a template for units and a spreadsheet to allow planning for school staff based upon units</li> </ul>	1	Gary Brittingham	1.6a 100% of units allocated by the state of Delaware through the unit count regulations will be hired.				

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<b>1. Instruction</b>							
1.7 To improve student achievement by aligning the curriculum to state standards and Grade Level Expectations (GLEs), by instituting common assessments, by implementing research-based teaching strategies, and by focusing on differentiated instruction.	1	S Smith A.M. Logullo R. Jerns D. St Peter	1.7a The percentage of subject areas that are aligned to the state standards will annually increase.	Delaware Title 14, Regulation 502 2007... 100% alignment for ELA and math 2008... TBD% alignment for science and social studies	CTE, world Language, health/PE, visual and performing arts aligned	NA until Fall 2009	
	1	S Smith A.M. Logullo R. Jerns D. St Peter	1.7b Every school in the district will annually make AYP.	Delaware Accountability System  2006... 12/13 schools made AYP 2007... 12/13 schools made AYP 2008... 10/13 schools make AYP	14/14 schools make AYP	NA until August 2009	
	1	S Smith R. Jerns D. St Peter	1.7c The percentage of students in each ninth grade cohort who receive high school diplomas will annually increase.	State Target (78%)  2006... 79% 2007... 79%	State Target (81%)  81%	State Target (81%) NA until August 2009	State Target (90%)

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<b>1. Instruction</b>							
	1	R. Jerns	1.7d The average SAT scores at both high schools will annually increase.	College Board Data IRSD Critical Reading 2007... 458 2008... 467 Mathematics 2007... 479 2008... 484 Writing 2007... 448 2008... 455	475  490  465	NA until August 2009	
	1	R. Jerns	1.7e The percentage of students enrolled in Advanced Placement programs will annually increase.	College Board Data Enrollment 2008... 224 Students Enrollment 2009... 240 Students	Enrollment 2010  260 Students	NA until August 2009	
	1	R. Jerns	1.7f The percentage of students taking and qualifying on Advanced Placement programs will annually increase.	College Board Data  Tested 2008... 119 Students  Qualify 2008... 36 Students	Tested 2009 130 Students  Qualify 2009 50 Students	NA until August 2009	

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<b>1. Instruction</b>							
	1	S. Smith	1.7g The number of goals met for CTE programs will annually increase.	State Target (6/6)  2006... IRSD 3/6 2007... IRSD 5/6	State Target (6/6)  IRSD 6/6		State Target (6/6)
	1	AM Logullo and R. Jerns	1.7h The percentage of IRSD 4 <sup>th</sup> , 6 <sup>th</sup> , 8 <sup>th</sup> , and 11 <sup>th</sup> graders that meet or exceed the standard in social studies will annually increase.	2008... 4 <sup>th</sup> ...85 6 <sup>th</sup> ...72 8 <sup>th</sup> ...66 11 <sup>th</sup> ...46	Target 2009 4 <sup>th</sup> ...87 6 <sup>th</sup> ...74 8 <sup>th</sup> ...76 11 <sup>th</sup> ... 51		
	1	S. Smith S. Cardano	1.7i The percentage of IRSD 4 <sup>th</sup> , 6 <sup>th</sup> , 8 <sup>th</sup> , and 11 <sup>th</sup> graders that meet or exceed the standard in science will annually increase.	2008... 4 <sup>th</sup> ...98 6 <sup>th</sup> ...85 8 <sup>th</sup> ...74 11 <sup>th</sup> ...64	Target 2009 4 <sup>th</sup> ...98 6 <sup>th</sup> ...87 8 <sup>th</sup> ...76 11 <sup>th</sup> ...66		
	1	A. M.Logullo	1.7j. 100% of elementary schools will fully implement the new reading series.		Target 2009  8 out of 8 schools		

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2.0 Recruit, hire, and retain highly qualified teachers.	Supports Goal #	Sponsor	Measures	Baseline 2007 – 2008	2008-2009 Target	2008-2009 Actual	2011-2012 Target
<p>2.1 To increase the percentage of classes taught by highly qualified teachers using research-based instructional strategies with curriculum aligned to standards and GLE's, the plan is to</p> <ul style="list-style-type: none"> <li>▪ Identify teachers who are not highly qualified.</li> <li>▪ Provide teachers who are not highly qualified with the information and instructions needed to become highly qualified.</li> <li>▪ Meet individually with teachers who are not highly qualified and who require extra assistance completing the HOUSSE survey.</li> <li>▪ Work with each teacher who is not highly qualified according to the HOUSSE survey or who has not obtained a passing score on the appropriate Praxis II test to complete a written plan listing the specific requirements s/he will meet to reach highly qualified teacher status.</li> <li>▪ Follow-up with each teacher to ensure that s/he is making progress toward highly qualified status.</li> </ul>		C. Bunting	<p>2.1a            The percentage of classes taught by highly qualified teachers using research-based instructional strategies with curriculum aligned to standards and GLE's will annually increase.</p>	<p>2.1a 92.6% of school's HQ instructional staff currently</p>	95%		

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2.0 Recruit, hire, and retain highly qualified teachers.	Supports Goal #	Sponsor	Measures	Baseline 2007 – 2008	2008-2009 Target	2008-2009 Actual	2011-2012 Target
2.2 To annually increase the diversity of the district’s workforce to reflect its student population demographics, I will <ul style="list-style-type: none"> <li>▪ Increase participation at minority job fairs.</li> <li>▪ Expand website and paper forms to include other languages.</li> <li>▪ Collaborate with the School/Community Partnership and Minority Teacher Association.</li> </ul>	2	Celeste Bunting	2.2a The percentage of minority employees will annually increase.	Approximately 10% of the district’s employees are minority employees.	15%		
2.3 To recruit, hire, and retain 100% of critical needs positions.	2	Celeste Bunting	2.3a The percentage of critical needs positions filled prior to the opening of the school year will annually increase.	95%	100%		
2.4 To ensure the district is 100% compliant with Delaware’s September 30 <sup>th</sup> unit count regulations.	2	Celeste Bunting and Gary Brittingham	2.4a The district will not be over-hired for the 2008-2009 school year.	The district was not over-hired for the 2007-2008 school year.	The district will not be over-hired for the 2008-2009 school year.		

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3.0 Utilize instructional technology to maximize learning.							
3.1 To facilitate the presentation of information and media showings, appropriate technological equipment will be purchased and installed.	3	G. Brittingham	3.1a Technological equipment at high schools will be upgraded to accommodate presentations.				
3.2 To discuss level of support regular checks will be conducted at principals' meetings.	3	Gary Brittingham	3.2a Technical support to schools will increase.				
3.3 To improve the level of technology integration in each school.	3	S. Smith	3.3a The level of technology integration (LoTi Survey) will annually increase.	2008... Level 2	2009... Level 3		
3.4 To act as the district liaison with Inclind, Inc. to <ul style="list-style-type: none"> <li>▪ Redesign the district's current website.</li> <li>▪ Coordinate training of school and district staff re: website redesign.</li> <li>▪ Maintain content on he website after completion of the redesign.</li> </ul>	3	David Maull	3.4a A re-designed Indian River School District website will be launched during the 2008-2009 school year.	Project development as of 9/1/08.	A redesigned website will be launched, and staff training will be completed during the 2008-2009 school year.		

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<b>4.0 Create safe and orderly environments conducive to learning.</b>							
4.1. To assure that the manual revision project is completed in a timely manner, I will <ul style="list-style-type: none"> <li>▪ Develop a manual revision PMOC</li> <li>▪ Hold Key 5 members to established deadlines for completing their sections</li> </ul>	4	S. Bunting P. Miller C. Bunting S. Smith G. Brittingham	4.1a The district's Administrative Manual will be revised and distributed to all principals.	Old version	Revised version		
4.2 To improve the appearance of each of the district's 15 school sites, principals will be held responsible for the maintenance of aesthetically pleasing buildings and grounds as reflected in his/her annual evaluation document.	4	S. Bunting	4.2a Each school's percentage of possible points will increase between the fall and spring inspections.				
4.3 To maximize the number of students at the schools on the edge of qualifying for free lunch, efforts to enlist all possible participants will be increased.	4	G. Brittingham	4.3a The number of schools that qualify for free and reduced lunch will increase.	9 schools qualify	10 schools qualify		
4.4 To adhere to the district's construction timeline, on-going meetings with the Board and architects will be conducted.	4	G. Brittingham, G. Weer	4.4a The JMC renovations will be initiated by May 2009. On-going meeting with board and architects to keep timeline moving	Planning stage	Renovation initiation stage		

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<b>4.0 Create safe and orderly environments conducive to learning.</b>							
4.5 To increase high school students' participation in free/reduced lunch program, <ul style="list-style-type: none"> <li>▪ High school cafeterias will be upgraded to include more daily choices</li> <li>▪ Meetings with principals and cafeteria staffs will be held</li> </ul>	4	G. Brittingham, C. Toomey	4.5a The percentage of students participating in the free/reduced lunch program at high schools will increase.				
4.6 To increase the use of Trapeze, the middle schools will begin using the computerized mapping system by the end of the year.	4	G. Brittingham, W. Smith	4.6a The number of IRSD schools using Trapeze will increase.	High school users	Middle and high school users		
4.7 To promote a decrease in office referrals the district will <ul style="list-style-type: none"> <li>▪ Require principals to more actively involve staff members in addressing discipline issues with parents through parent/faculty/ discussion of methods to correct student misbehavior prior to office referral.</li> <li>▪ Utilize PBS principles as adopted by each school's PBS committee to address aberrant student behavior and expectations</li> </ul>	4	C. Hudson, G. Brittingham	4.7a -The number of office referrals will annually decrease.	3,298	3,215 (-2.5 %)		

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<b>4.0 Create safe and orderly environments conducive to learning.</b>							
4.8 To eliminate double bus runs, applications for additional bus runs will be submitted.	2	G. Brittingham, W. Smith	4.8a The district's double bus runs will be eliminated. Apply for an additional run.	Double bus runs	No double bus runs		
4.9 To regularly scrutinize attendance data to spot policy offenders and discuss with building administrators <ul style="list-style-type: none"> <li>▪ Visiting teachers will enforce district policy JG, as well as the state law.</li> </ul>	4	C. Hudson	4.9a -Student average daily attendance will annually increase.	94.21 %	94.3 % (+ .1 %)		
Strategic Objective	Supports Goal #	Sponsor	Measures	Baseline 2007 – 2008	2008-2009 Target	2008-2009 Actual	2011-2012 Target
<b>5.0 Partner with individuals, parents, businesses, and community groups to promote student achievement.</b>							
5.1. To expand community partnerships via focus group meetings, I will <ul style="list-style-type: none"> <li>▪ meet twice with students at each high school</li> <li>▪ meet once with mayors, PTO/PTA presidents, band boosters, and athletic boosters</li> </ul>	5	S. Bunting	5.1a The number of focus group meetings will annually increase.	4	8		

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5.2 To work with IREC and school officials to formulate press releases highlighting IRSD events, issues, and accomplishments.	5	David Maull	5.2a The number of press releases publicizing district activities and accomplishments will annually increase.	55 press releases	60 press releases		
<b>Strategic Objective</b>	<b>Supports Goal #</b>	<b>Sponsor</b>	<b>Measures</b>	<b>Baseline 2007 – 2008</b>	<b>2008-2009 Target</b>	<b>2008-2009 Actual</b>	<b>2011-2012 Target</b>
<b>6.0 Remain fiscally sound.</b>							
6.1 6.1a To preserve a significant portion of local current expense property tax receipts in order to finalize IRSD construction initiatives and to continue fiscally prudent operational procedures.	6	P. Miller	6.1a The district will earmark tax receipts to cover the cost of construction initiatives as well as fund operational procedures.	\$8.8 million	\$12.5 million		
6.2 To continue to allocate and utilize 95% or more of the occupational vocational Division II – All Other Cost funding allocated to the respective middle and high school environments.	6	P. Miller	6.2a At least 95% of the occupational/vocational Division II – All Other Cost funding will be allocated to the respective middle and high schools.	95%	97%		

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<b>6.0 Remain fiscally sound.</b>							
<b>6.3 To ensure and enhance compliance with the District’s control procedures to monitor and track salaries and all other expenditure categories that are allocated to district resources (state, federal, and local funds).</b>	<b>6</b>	<b>P. Miller</b>	<b>6.3a All state, federal, and local fund expenditures will be monitored.</b>	<b>Several audit findings relating to salaries and other expenditure categories.</b>	<b>Closure and reduction of prior year audit findings; no additional audit findings</b>		
<b>6.4 To continue to pursue the passage of a successful current expense referendum for employee salaries.</b>	<b>6</b>	<b>P. Millers</b>	<b>6.4a The district will pass a current expense referendum to provide salary increases.</b>	<b>Failed referendum</b>	<b>Successful referendum</b>		