

**Marietta City Schools  
Balanced Scorecard  
As of October 1, 2009**

| <b>STUDENT ACHIEVEMENT</b>                                      |  |                   |                |                         |        |        |      |      |             |                     |
|---|--|-------------------|----------------|-------------------------|--------|--------|------|------|-------------|---------------------|
| Objective   | Measure/Indicator of Success   | Grades            | Subject        | Baseline<br>Spring 2005 | 2006   | 2007   | 2008 | 2009 | 2010 Target | NCLB 2014<br>Target |
| <b>Increase the high school graduation rate</b>                 | <b>Graduation rate - Regular Ed</b>  | 12                | n/a            | 71.40%                  | 72.70% | 78.80% | 77.8 | 83.7 | 87.00%      | 100%                |
| <b>Regular diploma for SWD</b>                                  | <b>Graduation rate - SWD</b>   | 12                | n/a            | 17.40%                  | 32%    | 40%    | 38.5 | 47.2 | 55%         | 100%                |
| <b>Students will perform on or above grade level in Reading</b> |  |                   |                |                         |        |        |      |      |             |                     |
| <b>CRCT scoring:</b>  | <b>CRCT: % of students at or above level 2 and 3 (MEETS or EXCEEDS System Average)</b> | <b>Grades 1-8</b> | <b>Reading</b> |                         |        |        |      |      |             |                     |
| <b>Level 1 - Does not meet state standards</b>                  |  | 1                 | Reading        | 85%                     | 86%    | 90%    | 89   | 90   | 93%         | 100%                |
| <b>Level 2 - Meets state standards</b>                          |  | 2                 | Reading        | 85%                     | 87%    | 90%    | 94   | 93   | 96%         | 100%                |
| <b>Level 3 - Exceeds state standards</b>                        |  | 3                 | Reading        | 83%                     | 76%    | 78%    | 85   | 86   | 90%         | 100%                |
|   |  | 4                 | Reading        | 84%                     | 79%    | 82%    | 86   | 88   | 91%         | 100%                |
|   |  | 5                 | Reading        | 82%                     | 75%    | 80%    | 82   | 85   | 90%         | 100%                |
|   | <b>Met or Exceeded Previous Yr.</b>  | 6                 | Reading        | 82%                     | 81%    | 90%    | 88   | 89   | 92%         | 100%                |
|   | <b>Decline from Previous Yr.</b>   | 7                 | Reading        | 80%                     | 74%    | 82%    | 85   | 89   | 92%         | 100%                |
|   | <b>New GPS Baseline Data</b>   | 8                 | Reading        | 79%                     | 86%    | 84%    | 88   | 92   | 95%         | 100%                |
| <b>CRCT:% of students at level 3 (EXCEEDS System Average)</b>   |  |                   |                |                         |        |        |      |      |             |                     |
| <b>CRCT scoring:</b>  |  | <b>Grades 1-8</b> | <b>Reading</b> |                         |        |        |      |      |             | n/a                 |
| <b>Level 1 - Does not meet state standards</b>                  |  | 1                 | Reading        | 36%                     | 28%    | 36     | 36   | 40   | 43%         |                     |
| <b>Level 2 - Meets state standards</b>                          |  | 2                 | Reading        | 36%                     | 34%    | 46     | 37   | 46   | 49%         |                     |
| <b>Level 3 - Exceeds state standards</b>                        |  | 3                 | Reading        | 37%                     | 21%    | 21     | 26   | 27   | 30%         |                     |
|   |  | 4                 | Reading        | 43%                     | 30%    | 26     | 26   | 30   | 33%         |                     |
|   |  | 5                 | Reading        | 36%                     | 15%    | 18     | 18   | 18   | 21%         |                     |
|   |  | 6                 | Reading        | 42%                     | 18%    | 21     | 25   | 30   | 33%         |                     |
|   |  | 7                 | Reading        | 39%                     | 8%     | 11     | 9    | 17   | 20%         |                     |
|   | <b>New GPS Baseline Data</b>   | 8                 | Reading        | 50%                     | 9%     | 16     | 16   | 27   | 30%         | n/a                 |

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| Objective   | Measure/Indicator of Success   | Grades   | Subject     | Baseline<br>Spring 2005 | 2006 | 2007 | 2008 | 2009 | 2010<br>Target | NCLB 2014<br>Target |      |
|---|--|--|-------------|-------------------------|------|------|------|------|----------------|---------------------|------|
| <b>Students will perform on or above grade level in math</b>  | <b>CRCT: % of students at or above level 2 or 3 (MEETS or EXCEEDS System Average)</b>  | <b>Grades 1-8</b>  | <b>Math</b> |                         |      |      |      |      |                |                     |      |
|   | CRCT scoring:<br>Level 1 - Does not meet state standards<br>Level 2 - Meets state standards<br>Level 3 - Exceeds state standards | 1  | Math        | 85%                     | 88%  | 81   | 86   | 85   | 88%            | 100%                |      |
|   |  | 2  | Math        | 86%                     | 84%  | 82   | 87   | 90   | 93%            | 100%                |      |
|   |  | 3  | Math        | 85%                     | 91%  | 87   | 63   | 79   | 82%            | 100%                |      |
|   |  | 4  | Math        | 75%                     | 77%  | 78   | 61   | 74   | 80%            | 100%                |      |
|   |  | 5  | Math        | 83%                     | 89%  | 86   | 67   | 76   | 80%            | 100%                |      |
|   |  | 6  | Math        | 77%                     | 64%  | 67   | 61   | 76   | 80%            | 100%                |      |
|   |  | 7  | Math        | 78%                     | 81%  | 66   | 68   | 72   | 80%            | 100%                |      |
|   |  | <b>New GPS Baseline Data</b>   | 8           | Math                    | 75%  | 86%  | 78   | 56   | 71             | 80%                 | 100% |
|   |  |  |             |                         |      |      |      |      |                |                     |      |
|   |  | <b>CRCT:% of students at level 3 (EXCEEDS System Average)</b>        | 1           | Math                    | 31%  | 39%  | 27   | 31   | 36             | 39%                 | n/a  |
|   |  |  | 2           | Math                    | 30%  | 23%  | 19   | 19   | 46             | 49%                 | n/a  |
|   |  |  | 3           | Math                    | 24%  | 26%  | 22   | 25   | 34             | 37%                 | n/a  |
|   |  |  | 4           | Math                    | 17%  | 21%  | 22   | 16   | 26             | 29%                 | n/a  |
|   |  |  | 5           | Math                    | 22%  | 33%  | 26   | 20   | 31             | 34%                 | n/a  |
|   |  | <b>Met or Exceeded Previous Yr.</b>                                  | 6           | Math                    | 28%  | 11%  | 17   | 11   | 16             | 19%                 | n/a  |
|   |  | <b>Decline from Previous Yr.</b>                                     | 7           | Math                    | 21%  | 17%  | 12   | 12   | 14             | 17%                 | n/a  |
|   |  | <b>New GPS Baseline Data</b>   | 8           | Math                    | 25%  | 21%  | 21%  | 10   | 17             | 24%                 | n/a  |
|   |  |  |             |                         |      |      |      |      |                |                     |      |
|   | <b>Students will perform on or above grade level in writing</b>  | <b>Grade 5 Writing Assessment: % of students at stage 4, 5, or 6</b> | 5           | Writing                 | 88%  | 90%  | 69%  | 85   | 84             | 87%                 | n/a  |
| <i>5th Grade Writing Test results fall into 1 of 6 stages, with 1 being the lowest stage and 6 the highest.</i> | Grade 5 Writing Assessment: % of students at stage 6 (highest level)   | 5  | Writing     | 16%                     | 19%  | 7%   | 12   | 7    | 10%            | n/a                 |      |
|   | Grade 8 Writing Assessment: % of students on or exceeding target   | 8  | Writing     | 81%                     | 86%  | 63%  | 80   | 77   | 80%            | n/a                 |      |
|   | Grade 8 Writing Assessment: % of students exceeding target   | 8  | Writing     | 9%                      | 11%  | 11%  | 4    | 7    | 10%            | n/a                 |      |
|   | GHSGT: English/Language Arts; First Administration   | 11   | Eng./L.A.   | 96%                     | 97%  | 98%  | 91   | 95   | 98%            | 100%                |      |

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| STUDENT ACHIEVEMENT   |  |    |                              | Spring 05<br>Baseline | 2006                      | 2007 | 2008 | 2009 | 2010 Target |      |
|---|--|----|------------------------------|-----------------------|---------------------------|------|------|------|-------------|------|
| <b>Pass - meets state standards</b><br><br><b>Pass plus - exceeds state standards</b> | GHSGT: English/Language Arts; First Administration (Pass Plus)                     | 11 | Eng./L.A Pass +              | 70%                   | 76%                       | 75%  | n/a  | n/a  | n/a         | n/a  |
|   | GHSGT: Math First Administration   | 11 | Math                         | 97%                   | 97%                       | 96%  | 95   | 98%  | 99%         | 100% |
|   | GHSGT: Math First Administration (Pass Plus)                                       | 11 | Math Pass +                  | 61%                   | 65%                       | 60%  | n/a  | n/a  | n/a         | n/a  |
|   | GHSGT: Social Studies First Administration   | 11 | Social Studies               | 89%                   | 90%                       | 93%  | 90   | 92   | 95%         | 100% |
|   | GHSGT: Social Studies First Administration (Pass Plus)                             | 11 | Social Studies +             |                       |                           |      | n/a  | n/a  | n/a         | n/a  |
|   | GHSGT: Science First Administration  | 11 | Science                      | 72%                   | 78%                       | 76%  | 87   | 90   | 93%         | 100% |
|   | GHSGT: Science First Administration (Pass Plus)                                    | 11 | Science +                    | 17%                   | 20%                       | 19%  | n/a  | n/a  | n/a         | n/a  |
|   | GHSGT: Writing First Administration  | 11 | Writing                      | 93%                   | 95%                       | 90%  | 92%  | 92%  | 95%         | 100% |
| <b>Students will score average or above the national average on the ACT &amp; SAT</b> | <b>FY 07 ACT State : 20.3 Nation: 21.2</b>   |    |                              | 19.7                  | 19.9                      | 21.3 | 21.1 | 21.7 | 22          | n/a  |
|   | <b>FY07 College Board SAT: (Verbal + Math+ writing) Georgia: 1472 Nation: 1511</b> |    |                              |                       |                           |      |      |      |             | n/a  |
|   | SAT Critical Reading   |    |                              |                       | 505                       | 505  | 489  | 504  |             |      |
|   | SAT Math   |    |                              |                       | 508                       | 519  | 500  | 517  |             |      |
|   | SAT Writing  |    |                              |                       | 497                       | 498  | 471  | 493  |             |      |
|   | Combined Average Score   |    |                              |                       | 1510                      | 1522 | 1460 | 1514 | 1530        |      |
|   | MHS SAT Best Performance R +M  |    |                              | 1038                  | 1057                      | 1560 | 1499 | 1561 |             | n/a  |
|   | New SAT Baseline Data  |    | Met or Exceeded Previous Yr. |                       | Decline from Previous Yr. |      |      |      |             |      |

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| STUDENT ACHIEVEMENT   |                                    |  | Spring 05<br>Baseline | 2006<br>GOSA | 2007<br>GOSA  | 2008 | 2009    | State Results<br>FY09 |          |  |
|---|------------------------------------|--|-----------------------|--------------|---|------|---------|-----------------------|----------|--|
| <b>Student's first time EOCT<br/>passing averages will meet or<br/>exceed state average</b> | EOCT: Algebra                      | % of students achieving<br>pass or pass plus | 71%                   | 71%          | 77%   | 76%  | 57%     | 40                    | n/a      |  |
|   | EOCT: American Literature & Com    |  | 96%                   | 82%          | 81%   | 87%  | 91%     | 86                    | n/a      |  |
|   | EOCT: Biology                      |  | 81%                   | 62%          | 60%   | 59%  | 52%     | 64                    | n/a      |  |
|   | EOCT: Economics/Business/Enterpris |  | 62%                   | 72%          | 68%   | 56%  | 63%     | 68                    | n/a      |  |
|   | EOCT: Geometry                     |  | 68%                   | 68%          | 74%   | 73%  | 55%     | 47                    | n/a      |  |
|   | EOCT: Physical Science             |  | 61%                   | 61%          | 57%   | 58%  | 65%     | 67                    | n/a      |  |
|   | EOCT: 9th Grade Literature         |  | 78%                   | 65%          | 67%   | 69%  | 75%     | 76                    | n/a      |  |
|   | EOCT: US History                   |  | 70%                   | 65%          | 67%   | 57%  | 55%     | 60                    | n/a      |  |
| <b>New GPS Baseline Data</b>  |                                    |  |                       |              |   |      |         |                       |          |  |
| NORM-REFERENCED TEST- IOWA TEST OF BASIC SKILLS   |                                    |  |                       |              |   |      |         |                       |          |  |
| Grade   | Year                               | Reading                                      | Math                  | Language     | Grade   | Year | Reading | Math                  | Language |  |
| <b>1st</b>  | 2006                               | 80   | 52                    | na           | <b>6th</b>  | 2006 | 52      | 58                    | na       |  |
|   | 2007                               | 76   | 43                    | na           |   | 2007 | 48      | 49                    | na       |  |
|   | 2008                               | 76   | 46                    | na           |   | 2008 | 47      | 48                    | na       |  |
| <b>2nd</b>  | 2006                               | 60   | 47                    | na           | <b>7th</b>  | 2006 | 49      | 56                    | na       |  |
|   | 2007                               | 54   | 42                    | na           |   | 2007 | 44      | 47                    | na       |  |
|   | 2008                               | 56   | 45                    | na           |   | 2008 | 48      | 49                    | na       |  |
| <b>3rd</b>  | 2006                               | 46   | 51                    | 53           | <b>8th</b>  | 2006 | 47      | 59                    | 51       |  |
|   | 2007                               | 54   | 62                    | 58           |   | 2007 | 43      | 46                    | 46       |  |
|   | 2008                               | 51   | 60                    | na           |   | 2008 | 43      | 47                    | na       |  |
| <b>4th</b>  | 2006                               | 56   | 62                    | na           |   |      |         |                       |          |  |
|   | 2007                               | 48   | 54                    | na           |   |      |         |                       |          |  |
|   | 2008                               | 55   | 63                    | na           |   |      |         |                       |          |  |
| <b>5th</b>  | 2006                               | 49   | 59                    | 54           |   |      |         |                       |          |  |
|   | 2007                               | 52   | 59                    | 56           |   |      |         |                       |          |  |
|   | 2008                               | 51   | 52                    | na           |   |      |         |                       |          |  |
| <b>Baseline Fall 2005 Norms</b>   |                                    |  |                       |              | <b>Grades 1, 2, 4, 6, 7 Core Battery Only: Reading and Math</b> |      |         |                       |          |  |



**Marietta City Schools  
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As of September 8, 2009**

| Support Services  |                                     |   |             |             |             |             |             |                    |
|---|-------------------------------------|---|-------------|-------------|-------------|-------------|-------------|--------------------|
| Objective   | Performance Measure                 | Unit of Measure                         | Actual      |             |             |             |             |                    |
| <b>Effective and efficient administrative processes</b> |                                     |   | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> | <b>2009</b> | <b>2010 Target</b> |
| <b>Transportation is safe and efficient</b>             | Reduce preventable accidents by 25% | < than 25                               | 25          | 23          | 19          | 26          | <b>26</b>   | 25                 |
|   | Reduce overall accidents by 33%     | < than 40                               | 40          | 36          | 30          | <b>35</b>   | <b>37</b>   | 31                 |
|   | Reduce overall bus incidents by 10% | < than 9                                | na          | na          | 9           | <b>7</b>    | <b>4</b>    | 3                  |
|   | Reduce overall bus acc/inc by 10%   | < than 35                               | na          | na          | 39          | 42          | <b>41</b>   | 33                 |
| Baseline Data   |                                     |   |             |             |             |             |             |                    |
| <b>Facilities are safe and well maintained</b>          | Facility inspection reports         | Quarterly inspections of all facilities | 100%        | 100%        | 100%        | 100%        | <b>100%</b> | 1                  |
|   | Facilities scores                   | Average score of all facilities         | n/a         | 95%         | 92%         | 93          | <b>87</b>   | 0.95               |
|   | Backlog of maintenance reports      | # of workorders over 15 days            | TBD         | 4%          | 5%          | 3           | <b>3</b>    | 0                  |
| <b>Fiscal management</b>                                |                                     |   |             |             |             |             |             |                    |
|   | <b>Expenditures</b>                 |   |             |             |             |             |             |                    |
|   | Direct Instruction Support          |   | 76.7        | 77.69       | 75.12       | 77.4        | <b>75.2</b> |                    |
|   | Instruction                         |   | 69          | 69.99       | 67.95       | 69.9        | <b>65.5</b> |                    |
|   | Pupil Services                      | % of general fund                       | 2.3         | 2.3         | 2.05        | 1.94        | <b>4.4</b>  |                    |
|   | Instructional Services              |   | 2.3         | 2.2         | 2.12        | 2.5         | <b>2.4</b>  |                    |
|   | Media Services                      |   | 1.7         | 1.8         | 1.7         | 1.62        | <b>1.6</b>  |                    |
|   | General Administration              |   | 1.4         | 1.4         | 1.3         | 1.44        | <b>1.3</b>  | n/a                |
| <b>Financial performance</b>                            |                                     |   |             |             |             |             |             |                    |
|   | Audit Exceptions                    | # of exceptions                         | 0           | 0           | 0           | 9-Sep       | <b>TBD</b>  | 0                  |
| <b>Students have nutritious meals</b>                   |                                     |   |             |             |             |             |             |                    |
|   | Participation rate                  | Breakfast                               | 27%         | 45.8%       | 61%         | 64          | 64%         | 50%                |
|   |                                     | Lunch                                   | 70%         | 72%         | 74%         | 68          | 74%         | 73%                |



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| HUMAN RESOURCES   |                               | Unit of Measure |                         |           |  |           |                         |           |  |
|---|-------------------------------|-----------------|-------------------------|-----------|--|-----------|-------------------------|-----------|--|
| Performance Measure   | % Certified Hi-Q              |                 |                         |           | % Certified Not Hi-Q                     |           |                         |           |  |
| Percentage of teachers who meet the NCLB definition of "highly qualified" and who have a teaching assignment that is appropriate for the field(s) listed on the Georgia teaching certificate. | 2007-2008                     |                 | 2008-2009               |           | 2007-2008                                |           | 2008-2009               |           |  |
|   | 99.40%                        |                 | 99.80%                  |           | 0.6%                                     |           | 0.2%                    |           |  |
|   | <b>Charter</b>                |                 | <b>Charter</b>          |           | <b>Charter</b>                           |           | <b>Charter</b>          |           |  |
|   | 100.00%                       |                 | 100.00%                 |           | 0.00%                                    |           | 0.00%                   |           |  |
| Percentage of certified staff with advanced degrees.  | % Masters<br>Level 5          |                 | % Specialist<br>Level 6 |           | % Doctorate<br>Level 7                   |           | % Total<br>Adv. Degrees |           |  |
|   | 2007-2008                     | 2008-2009       | 2007-2008               | 2008-2009 | 2007-2008                                | 2008-2009 | 2007-2008               | 2008-2009 |  |
|   | 51%                           | 50%             | 17%                     | 17%       | 4%                                       | 5%        | 71%                     | 72%       |  |
|   |                               |                 |                         |           |  |           |                         |           |  |
| Percentage of targeted teacher areas with Reading Endorsement   | EIP & Reading Connections     |                 | Title I                 |           | ESOL                                     |           | Gifted Endorsement      |           |  |
| Percentage of teachers in district with Gifted Endorsement  | 2007-2008                     | 2008-2009       | 2007-2008               | 2008-2009 | 2007-2008                                | 2008-2009 | 2007-2008               | 2008-2009 |  |
|   | 67%                           | 69%             | 68%                     | 50%       | 82%                                      | 70%       | 12%                     | 15%       |  |
| Percentage of paraprofessionals who meet the NCLB definition of "highly qualified"  | % Paraprofessionals Hi-Q      |                 |                         |           | % Paraprofessionals Not Hi-Q             |           |                         |           |  |
|   | 2007-2008                     |                 | 2008-2009               |           | 2007-2008                                |           | 2008-2009               |           |  |
|   | 100%                          |                 | 100%                    |           | 0%                                       |           | 0%                      |           |  |
|   |                               |                 |                         |           |  |           |                         |           |  |
| Percentage of paraprofessionals who have two or more years of college.  | % Paraprofessionals - College |                 |                         |           | % Paraprofessionals - Content Assessment |           |                         |           |  |
|   | 2007-2009                     |                 | 2008-2009               |           | 2007-2008                                |           | 2008-2009               |           |  |
|   | 77%                           |                 | 76%                     |           | 23%                                      |           | 24%                     |           |  |
| Percentage of paraprofessionals who have passed the content assessment in lieu of college credit  |                               |                 |                         |           |  |           |                         |           |  |
| Percentage of certified staff leaving voluntarily (excluding retirements)   | % Voluntary Resignations      |                 |                         |           | % Retirements                            |           |                         |           |  |
|   | 2007-2008                     |                 | 2008-2009               |           | 2007-2008                                |           | 2008-2009               |           |  |
|   | 12%                           |                 | 4%                      |           | 2%                                       |           | 2%                      |           |  |
| Percentage of certified staff retirements   |                               |                 |                         |           |  |           |                         |           |  |

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| Type of Employee  | Sick Leave |           | Professional Learning |           |
|---|------------|-----------|-----------------------|-----------|
|   |            |           |                       |           |
| Certified   | 2007-2008  | 2008-2009 | 2007-2008             | 2008-2009 |
| Teachers  | 8.76       | 7.72      | 2.33                  | 1.68      |
| Administrators  | 5.07       | 4.56      | 3.48                  | 4.02      |
| Support Personnel   | 8.37       | 9.13      | 0.35                  | 0.42      |
| All Certified Personnel TOTAL                             | 8.54       | 7.51      | 2.36                  | 1.85      |
| Classified  | 2007-2008  | 2008-2009 | 2007-2008             | 2008-2009 |
| Paraprofessional  | 9.96       | 9.95      | 0.22                  | 0.09      |
| Food Service Employees                                    | 5.39       | 8.54      | 0                     | 0         |
| Maintenance/Custodial Employees                           | 11.89      | 12.05     | 0                     | 0         |
| Bus Drivers   | 6.48       | 9.21      | 0.02                  | 0         |
| Other Classified (Clerical, Professional/Technical, etc.) | 8.14       | 7.95      | 0.98                  | 0.92      |
| All Classified Employees TOTAL                            | 8.37       | 7.34      | 0.35                  | 0.23      |
| All Classified Employees TOTAL                            | 8.37       | 7.34      | 0.35                  | 0.23      |