Create a Cadence of Accountability
July 21, 2016

EVERY SCHOLAR · EVERY DAY
READY FOR LIFE

Jackson Public School District

- **JPS Mission**
  - Our mission, WE are Building Stronger Schools Together to have Every Scholar, Every Day, Ready for Life.
- **JPS Vision**
  - The vision of Jackson Public Schools is to have high-achieving schools for high-achieving scholars that are physically and emotionally safe.
- **JPS Cultural Vision**

Every organization has a culture they want adopted, values they want championed, beliefs they want instilled, and behaviors they want reproduced. Leaders are the cultural architects of any organization. Eventually, every organization takes on the character and priorities of its leaders. As a result, leaders must be intentional in creating a culture endowed with the following beliefs:

- All students can perform at or above proficiency.
- We will never change what we are willing to tolerate.
- We are accountable and responsible for performance and growth of our scholars.
- All stakeholders are partners and owners of the school's academic success.
- Recognition of accomplishments promotes an effective learning and work environment.

Create a Cadency of Accountability

- **Process for Continuous Improvement**

- **Compelling Scoreboard**

- **Lag and Lead Measures**
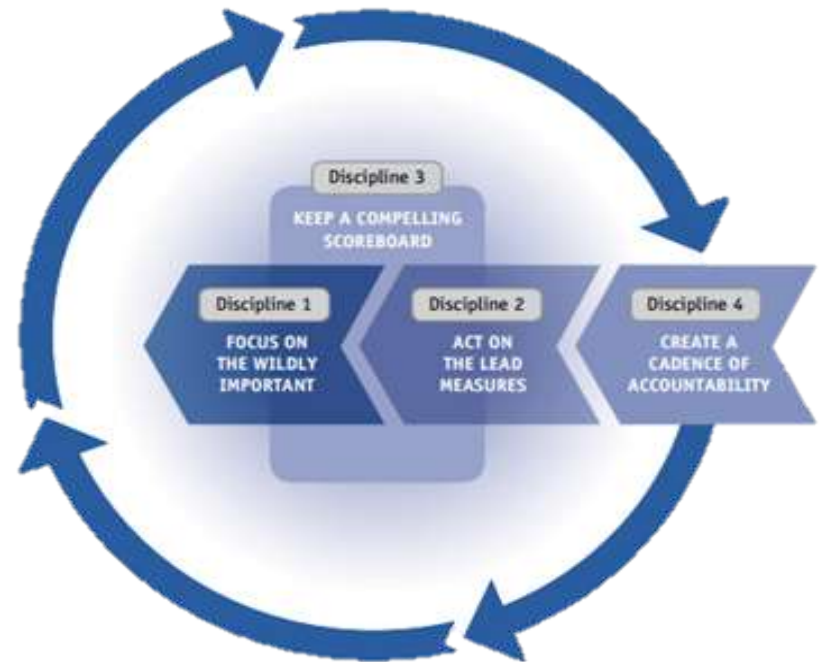
Create a Cadency of Accountability

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"If your not keeping score, its only practice."

Create a Cadency of Accountability

Why a SCOREBOARD?

- Drive better performance

- Implement strategy

- Ensure that you have right measures

- Encourage balanced performance

- Encourage good management

- Communicate – they tell the story

WILDLY IMPORTANT GOALS

1. Increase academic performance and achievement,

2. Increase average daily attendance for students and staff,

3. Attract and retain committed, qualified staff and teachers.

Building Stronger Schools Together!

Student Academic & Behavioral Support Scoreboard Builder

Department	Student Academic & Behavioral Support	Lead Staff:	Dr. Margrit Wallace
Date:	March 15, 2016	Supervisor:	Dr. Cedrick Gray

Strategic Priority	Lagging Indicator(s) Measure of the Objective From X to Y By When	Lead Measure(s) Predictive of achieving Lagging Indicator; Influenced by the department Highest leverage activities that will ensure execution of the objective.
Wildly Important Goal 1: Increase academic performance and achievement		
Increase reading proficiency and growth rates of students in the promising 25%.	Star Reading assessment participation rates will be at least 90% for each universal screening window.	• Annually coordinate STAR Assessment Calendar & MDE/District assessments with District Academic Team. • Annually provide PD focused on STAR assessment procedures to school assessment coordinators, interventionists, and administrators. • Prior to each assessment window, provide assessment checklist and request a STAR Assessment Plan/Schedule from each school. • Weekly during STAR assessment windows, provide schools and CAO's with participation data. • Daily during the last week of the STAR assessment window, provide updates of participation rates. Motivate (good rates) offer assistance (low rates) • Daily speak with administrators of schools with low participation rates.
	STAR Reading proficiency (Benchmark @40%) rates will increase by 10% each quarter (CEIS students in grades 1-10)	• Annually review progress of academic student support services & available budget to plan for the next school year's support services. • Annually align JPS academic student support services processes and forms with MDE guidelines.
	STAR Reading mean growth rates for the district (# of students scoring at or above SGP 35%) will increase by 10% each quarter after the 1st quarter (CEIS students in grades 1-10).	• Quarterly review student achievement data to make adjustments to processes and support services as data indicates. • Quarterly audit TST Intervention Folders (min. 10 schools quarterly) • After each universal screening window (3 times per year), provide updated lists of students below the 25th percentile to schools and CAO's. • Semi-annually update CEIS list in SAM database. • Annually provide school administrators and school interventionists with PD focused on communicating expectations for academic student support services for at-risk students and develop school-level plans for addressing the needs of students in Tier II and Tier III. • Monthly provide technical support to school-level interventionists focused on fidelity to implementation of RtI^2 and building instructional capacity to meet the needs of learners using data analysis and problem solving. • Quarterly review student achievement data to identify areas in need of improvement by school and grade. • Quarterly provide data and summative reports to the Academic Cabinet.

		JPS MISSION		OUR VISION								
Building Stronger Schools Together — Jackson Public Schools		"Our mission, we are Building Stronger Schools together to have Every Scholar, Every Day, Ready for Life."		"The vision of Jackson Public Schools is to have high-achieving schools for high-achieving scholars that are physically and emotionally safe."								

Priority		Measures (Lagging Indicators)	Baseline 2015-2016	Term 1 Goal	Term 1 Actual	Term 2 Goal	Term 2 Actual	Term 3 Goal	Term 3 Actual	Term 4 Goal	Term 4 Actual	Mean Rate or Total
Wildly Important Goal 1: Increase academic performance and achievement.												
1.1 Increase the growth rates of students in the promising 25% in reading	(A)	Star Reading assessment participation rates will be at least 90% for each universal screening window. Grades 1-10	88.0%	90.0%	93.0%	90.0%	93.0%	90.0%	96.0%	90.0%	93.0%	93.8%
	(B)	STAR Reading quarterly proficiency rates (Benchmark@40%) will increase by 5%. Grades 1-10, All	NA	NA	27.0%	28.4%	31.0%			32.6%	33.0%	30.3%
	(C)	STAR Reading quarterly proficiency rates (Benchmark@40%) will increase by 5%. Grades 1-10, CEIS	NA	NA	4.0%	10.0%	13.0%			13.7%	16.0%	11.0%
	(D)	STAR Reading Projected STATE Performance (Level 3, 4, 8) Rates (All Students Grades 3-8) will increase 10% each testing window					36.0%			39.6%	43.0%	39.5%
	(E)	'STAR Reading Projected STATE Performance (Level 3, 4, 5) Rates (CEIS Students Grades 3-8) will increase 10% each testing window					13.0%			14.3%	18.6%	15.8%
	(F)	STAR Reading quarterly mean growth rates for the district # students scoring at or above SGP 35) will increase 5% each universal screening window. Grades 1-10, All	NA	NA	NA	50.0%	57.5%			60.4%	56.3%	56.9%
	(G)	STAR Reading quarterly mean growth rates for the district (# students scoring at or above SGP 35) will increase 5% each universal screening window. Grades 1-10, CEIS	NA	NA	NA	50.0%	56.7%			59.5%	56.5%	56.6%
	(H)	Third Grade STAR Reading proficiency rates will increase by 10% each quarter. All	NA	NA	30.0%	33.0%	37.0%			40.7%	43.0%	36.7%
	(I)	Third Grade STAR Reading proficiency rates will increase by 10% each quarter. CEIS	NA	NA	3.0%	10.0%	13.0%			14.3%	16.0%	10.7%
1.2 Increase the growth rates of students in the promising 25% in math	(A)	STAR Math assessment participation rates will be at least 90% for each universal screening window, Grades 1-10	87.0%	90.0%	87.0%	90.0%	91.0%	90.0%	98.0%	90.0%	92.0%	92.0%
	(B)	STAR Math quarterly proficiency rates (Benchmark at 40%) will increase by 5%. Grades 1-10, All	NA	NA	46.0%	48.3%	52.0%			54.6%	50.0%	49.3%
	(B)	STAR Math quarterly proficiency rates (Benchmark at 40%) will increase by 5%. Grades 1-10, CEIS	NA	NA	26.0%	27.3%	37.0%			38.9%	35.0%	32.7%
		STAR Math Projected STATE Performance (Level 3, 4, 8) Rates (All Students Grades 3-8) will increase 5% each testing window					41.0%			43.1%	37.8%	39.4%
		'STAR Math Projected STATE Performance (Level 3, 4, 5) Rates (CEIS Students Grades 3-8) will increase 5% each testing window					22.0%			23.1%	18.0%	20.0%
	(D)	STAR Math quarterly mean growth rates for the district (# students scoring at or above SGP 35) will increase 5% each universal screening window. Grades 1-10, All Students	NA	NA	NA	50.0%	59.0%			62.0%	57.8%	58.4%
	(D)	STAR Math quarterly mean growth rates for the district (# students scoring at or above SGP 35) will increase 5% each universal screening window. Grades 1-10, CEIS Students	NA	NA	NA	50.0%	59.2%			62.2%	57.6%	58.4%

Building Stronger Schools Together — Jackson Public Schools	**JPS MISSION** "Our mission, we are Building Stronger Schools together to have Every Scholar, Every Day, Ready for Life."	**OUR VISION** "The vision of Jackson Public Schools is to have high-achieving schools for high-achieving scholars that are physically and emotionally safe."

Priority		Measures (Lagging Indicators)	Baseline 2015-2016	Term 1 Goal	Term 1 Actual	Term 2 Goal	Term 2 Actual	Term 3 Goal	Term 3 Actual	Term 4 Goal	Term 4 Actual	Mean Rate or Total
1.3 Increase the rate of students with zero percent suspensions	(A)	Quarterly Out of School Suspension rates will decrease 10% each term.	NA	NA	943	849	886	796	1632	1469	1793	1314
	(B)	School mean PBIS Implementation Self-Assessment Rates will increase by 5% each quarter.	69.9%	73.4%	72.3%	75.9%	73.0%	76.7%	70.8%	74.3%		72.0%
1.4 Improve State Accountability Rating of Each School	(A)	At least 10 WIP Committee Projects or Process Improvement Plans will be implemented during this school year.	3	10	5	10	6	8	7	10	7	6.3
	(B)	The District Balanced Score Card will be fully implemented.	75.0%	100.0%	95.0%	100.0%	98.0%	100.0%	98.0%	100.0%		97.0%
Wildly Important Goal 2: Increase average daily attendance for students, teachers, and staff.												
2.1 Increase average daily attendance for staff	(A)	Staff monthly attendance rates (school interventionists) will be at 96% or greater		96.0%		96.0%		96.0%		96.0%		#DIV/0!
Wildly Important Goal 3: Attract and retain high quality teachers, administrators, and staff.												
3.1 Increase Highly Qualified Staff Retention	(A)	Staff retention rates (school interventionists) will be at 95% or greater		95.0%		95.0%		95.0%		95.0%		#DIV/0!

Student Academic & Behavioral Support Scoreboard

Jackson Public Schools
Wildly Important Goals (WIGs)

RtI

WIG 1 Increase academic performance and achievement

WIG 2 Increase average daily attendance for students, teachers, and staff

WIG 3 Attract and retain high quality teachers, administrators, and staff

Characteristics of High Performing Schools/Districts
Scholar Academic Success
Effective Leadership
Effective Teaching
Parent and Community Engagement

Create a Cadency of Accountability

Lagging Indicators
- Measures results or outputs
- Key performance indicators
  - *Increase passing rates of the MKAS² ³ʳᵈ Grade Summative Reading Test from 86.5% to 95.2% by 2017.*

Lead Indicators
- Small outcomes – daily, weekly results
- Leveraged behavior – track specific processes or behaviors needed to achieve lagging indicators
  - *Conduct 3ʳᵈ Grade-Level Reading F.I.T. quarterly to analyze progress and develop corrective action plans for each teacher.*

Lead Measure Test

- Is it predictive?
- Is it influenceable?
- Is it an ongoing process or a "once and done"?
- Can it be measured?
- Is it worth measuring?

  - *Conduct 3rd Grade-Level Reading F.I.T. quarterly to analyze progress and develop corrective action plans for each teacher.*

  - *Analyze 3rd Grade STAR Reading data within 20 days of school starting to identify students that need reading intervention (Tier II and Tier III).*

Create a Cadency of Accountability

Maintain Optimum Health

Lag Measure
- Lose 10 pounds by October 30, 2016

Lead Measure

-
-
-
-
-

Scholar Academic Success

Effective Principal Leadership

Effective Teaching

Parent & Community Engagement

Scholar & Adult Recognition

Five Characteristics of High Performing Schools

School Ninety-Day Plan

| School: | _____ | Principal: | _____ | Evaluation Date: | _____ |
| Dates: | August-October, 2016 | Supervisor: | _____ | Score: | _____ |

Priority		Success Indicator(s) - Measure From X to Y By When	Lead Measure(s) Predictive of achieving Lagging Indicator (Success Indicator(s); Influenced by the work in the school. Highest leverage activities that will ensure execution of the success indicator(s).
I. Scholar Academic Success	1.1	The school Star Reading participation rate will be 95% by the end of the Fall Universal Screening Window	•
	1.2	The school Star Math participation rate will be 95% by the end of the Fall Universal Screening Window	•
	1.3		•
	1.4		•

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	Success Indicator(s)	Target	Achieved	Rating
I. Scholar Academic Success				
1.1	The school Star Reading participation rate will be 95% by the end of the Fall Universal Screening Window.			
1.2	The school Star Math participation rate will be 95% by the end of the Fall Universal Screening Window.			
1.3				
1.4				
1.5				
1.6				
1.7				
1.8				
1.9				
1.10				
1.11				
II. Effective Principal Leadership				
2.1				
2.2				
2.3				
2.4				
2.5				
2.6				
2.7				
2.8				
2.9				
2.10				
2.11				

	Success Indicator(s)	Target	Achieved	Rating
	JPS MISSION "Our *mission*, we are Building Stronger Schools together to have Every Scholar, Every Day, Ready for Life."	**JPS VISION** "The *vision* of Jackson Public Schools is to have high-achieving schools for high-achieving scholars that are physically and emotionally safe."		
III. Effective Teaching				
3.1				
3.2				
3.3				
3.4				
3.5				
3.6				
3.7				
IV. Parent and Community Engagement				
4.1				
4.2				
4.3				
V. Scholar and Adult Recognition				
5.1				
5.2				

School:

Jackson Public Schools
Wildly Important Goals (WIGs)

WIG 1 Increase academic performance and achievement

WIG 2Increase average daily attendance for students, teachers, and staff

WIG 3 Attract and retain high quality teachers, administrators, and staff

Characteristics of High Performing Schools/Districts
Scholar Academic Success
Effective Leadership
Effective Teaching
Parent and Community Engagement
Scholar and Adult Recognition

Create a Cadency of Accountability

Scholar Academic Success

- **Lag Measure**
  - *The school Star Reading participation rate will be 95% by the end of the Fall Universal Screening Window.*
- **Lead Measures**
  -
  -
  -
  -
  -

Create a Cadency of Accountability

K.I.S.S.
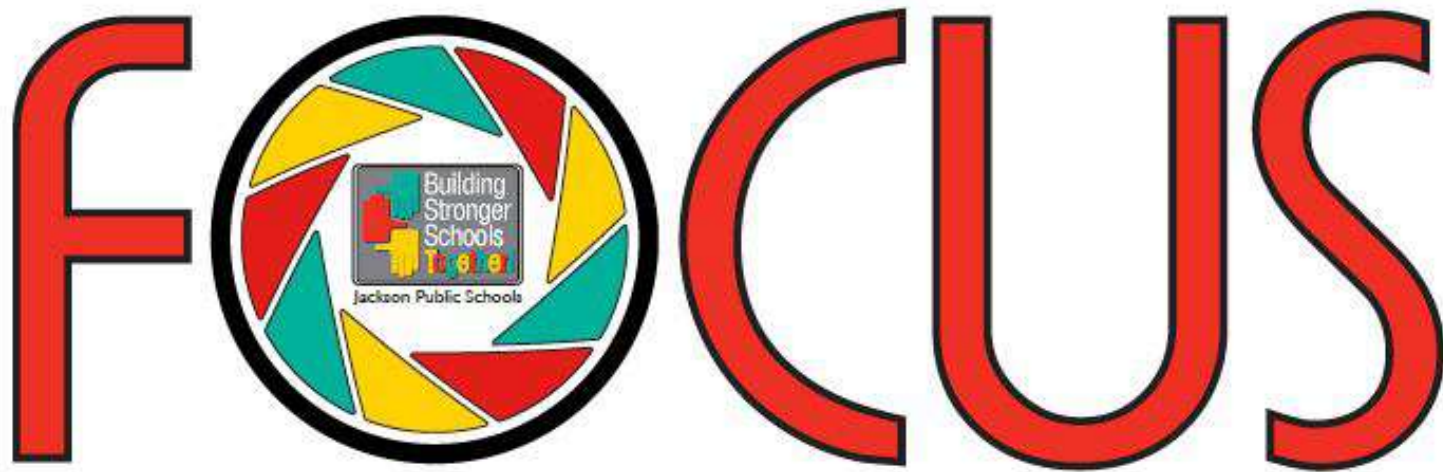- Don't spend more time measuring work than doing the work.
- Track lead measures

Analyze Lag & Lead Measures
- Periodically analyze fidelity to Lead measure
- When analyzing Lag measure consider revising lead measures
  - Refine
  - Add

What will it take to WIN the game?

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