

# **BOARD OF EDUCATION – District Accountability System**

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## **INTRODUCTION**

The District Accountability System provides the framework for the school system's strategic planning process. It incorporates the Mission and Vision statements, Guiding Principles, and Strategic Goals as approved by the Board of Education for the City of Savannah and the County of Chatham.

Supporting each of the Board's Strategic Goals are one or more Objectives with specific measures and performance targets. These Objectives specify what the Superintendent and District staff will be doing to accomplish each of the Board's Strategic Goals. Specific Board actions to support each of the Strategic Goals are also detailed. The Board is also committed to the following recurring actions in support of achieving each of the district's strategic goals:

1. Work with the Superintendent to focus capital, financial and personnel resources to support the specified objectives in the District Accountability System.
2. Review and update all policies at least biannually to ensure alignment with the specified objectives. Remain attentive to the need for additional revisions to policy that may occur from time to time as recommended by the Superintendent to support the specified objectives.
3. Require an annual state of the schools report from the Superintendent which addresses the District's performance on each of the specified objectives, and review and discuss that report during an open Board meeting.
4. Receive timely reports on objectives as established and provide appropriate direction as necessary.

This District Accountability System has been designed to help focus and guide the work of the School Board and Superintendent. It also serves as a tool for the school Board's assessment of its own performance and that of the Superintendent each year. While the planning horizon included in this document spans multiple years, modifications from time to time are expected. Because the Board and Superintendent intend for this to be an evolving document that will be used to plan and evaluate throughout the year, the components of the Accountability System may be periodically modified by a resolution of the School Board upon the recommendation of the Superintendent.

# BOARD OF EDUCATION – District Accountability System

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## Board Policy

Descriptor Code: BA

### Goals and Objectives

The Board of Education will ensure that the Savannah-Chatham County Public School District develops a strategic plan and Board accountability system to provide the governance necessary to successfully meet established objectives for each goal area.

**Mission Statement:** To ignite a passion for learning and teaching at high levels.

**Vision Statement:** From school to the world: All students prepared for productive futures.

### Strategic Goals

The Savannah-Chatham County Board of Education is committed to establishing strategic goals which support the Boards Vision and Mission Statement. These goals will be periodically reviewed and updated. The current strategic goals are as follows:

**GOAL 1:** To improve academic achievement.

**GOAL 2:** To ensure fiscal responsibility and effective resource stewardship.

**GOAL 3:** To provide a safe and secure environment for students and employees.

**GOAL 4:** To engage parents and other community stakeholders.

### Guiding Principles

Guiding Principles are the shared values and management style of the organization. They articulate the ethical standards by which the organization makes decisions and conducts activities.

**GUIDING PRINCIPLE 1:** The school board provides guidance and support to schools by establishing clear goals, aligned policies, high standards, and effective systems of evaluation which produce accountability and results.

**GUIDING PRINCIPLE 2:** The academic achievement of students will be at a level that will enable them, upon graduation from high school, to enter college or the work force fully prepared to be successful—without need of remediation.

**GUIDING PRINCIPLE 3:** Education is a shared responsibility between home, school and community.

**GUIDING PRINCIPLE 4:** A safe, secure and orderly environment is essential for teaching and learning.

**GUIDING PRINCIPLE 5:** All children can learn and achieve at high levels but may learn at different rates or learning styles.

**GUIDING PRINCIPLE 6:** Fiscal responsibility and accountability must be maintained at all times.

**GUIDING PRINCIPLE 7:** Positive relationships are built through honesty and respect which enhance cooperation, safety and well-being of students, families and staff.

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### STRATEGIC GOAL 1: *TO IMPROVE ACADEMIC ACHIEVEMENT*

#### **BOARD ACTIONS TO SUPPORT THIS GOAL:**

##### **School Year 2009-2010:**

1. Discuss and agree to highlights, via the Critical Indicators Report Card, which demonstrate the Board and the Superintendent's efforts to improve academic achievement that each Board member will use as part of their discussions and presentations with the community. Facilitator: Susu Cox, District 1 Board Member
2. Meet with Armstrong Atlantic State University and Savannah State University Presidents to gain feedback on the academic preparation of our graduates for post-secondary work. Facilitator: Joe Buck, Board President

#### **OBJECTIVES / MEASURES TO SUPPORT THIS GOAL:**

##### **A. Reading on Grade Level**

**Objective:** To increase the percentage of students who are reading on grade level by the end of grade 2 as measured by a Lexile reading scale score of 330 or higher on the Reading portion of the CRCT.

**Baseline:** SY 2007-08: 55%

**Target:** By 2012, 77% of students will be reading on grade level by the conclusion of their second grade academic year.

**Report:** The Administration shall provide the Board of Education with a presentation that provides the percentage of second grade students reading on grade level at the conclusion of the academic year for each elementary school, disaggregated by subgroup and summarized for the District as a whole.

**Timing:** Presentation will be provided to the in September.

**Ownership:** Senior Director of Curriculum & Instruction, Division of Academic Affairs

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### **B. Georgia Criterion Referenced Competencies Test (CRCT)**

**Objective:** To increase the percentage of students meeting or exceeding standard in the core content areas as measured by the CRCT examination administered in Grades 3, 5, and 8 (first time test takers only – retest scores are not included).

**Baseline:** SY 2007-2008 for Reading, English / Language Arts, Mathematics, Science and Grade 8 Social Studies; SY 2008-2009 for Grades 3 and 5 Social Studies\*.

Correction made 1/6/10 [ ]

<b><u>Content</u></b>	<b><u>Grade 3</u></b>	<b><u>Grade 5</u></b>	<b><u>Grade 8</u></b>
Reading	81	83	88
English/Language Arts	82	86	85
Mathematics	59	60	47
Social Studies	69*	<del>64</del> * [61]	46
Science	66	64	42

**Target:** By 2012, the following targets will be met by grade level and content area:

<b><u>Content</u></b>	<b><u>Grade 3</u></b>	<b><u>Grade 5</u></b>	<b><u>Grade 8</u></b>
Reading	87	89	92
English/Language Arts	88	91	90
Mathematics	73	74	65
Social Studies	77	74 [71]	65
Science	77	76	62

**Report:** The Administration shall provide the Board of Education with a presentation of CRCT results which lists the scores by content area and grade level for each elementary and middle school, disaggregated by subgroup and summarized for the District as a whole.

**Timing:** Presentation will be provided to the Board in October.

**Ownership:** Senior Director of Curriculum & Instruction, Division of Academic Affairs

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### **C. Iowa Test of Basic Skills (ITBS)**

**Objective:** To increase the District percentile rank score in the core content areas as measured by the Iowa Test of Basic Skills, a norm-referenced examination administered in Grades 3, 5, and 8.

**Baseline:** SY 2007-2008

<b><u>Content</u></b>	<b><u>Grade 3</u></b>	<b><u>Grade 5</u></b>	<b><u>Grade 8</u></b>
Reading	51	52	38
English/Language Arts	56	57	48
Mathematics	54	49	42
Social Studies	60	53	38
Science	55	55	42

**Target:** By 2012, the District percentile rank in grades 8 will be at or above the 50<sup>th</sup> percentile in each content area assessed. The District percentile rank in grades 3 and 5 will be maintained at or above the 50<sup>th</sup> percentile in each content area assessed.

**Report:** The Administration shall provide the Board of Education with a presentation of ITBS results which lists the percentile rank by content area and grade level for each elementary and middle school, disaggregated by subgroup and summarized for the District as a whole.

**Timing:** Presentation will be provided to the Board in February.

**Ownership:** Senior Director of Curriculum & Instruction, Division of Academic Affairs

### **D. Graduation Rate**

**Objective:** To increase the District graduation rate as measured by the Governor's Office of Student Achievement (GOSA).

**Baseline:** SY 2006-2007: 62 percent

**Target:** By 2012, the District graduation rate will be 80 percent.

**Note:** Initial target increased in 2009 by 2%

**Report:** The Administration shall provide the Board of Education with a presentation which lists the graduation rate for each high school, disaggregated by subgroup and summarized for the District as a whole.

**Timing:** Presentation will be provided to the Board in December.

**Ownership:** Executive Director of High Schools, Division of Academic Affairs

**Note:** The graduation rate is calculated, tracked, and provided by the Governor's Office of Student Achievement. In order to ensure consistency in reporting, the measure is retrieved from <http://www.gaosa.org>. For explanation of calculation see graduation rate in glossary.

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### **E. Georgia High School Graduation Test**

**Objective:** To improve first time test takers success rate on the GHSGT as measured by the Georgia Department of Education.

**Baseline:** SY 2007-2008 - 68 percent of 11<sup>th</sup> graders passed all GHSGT content areas on the first attempt.

**Target:** By 2012, 75 percent or more of 11<sup>th</sup> grade first time test takers will pass all content areas.

**Report:** The Administration shall provide the Board of Education with a presentation of GHSGT results which lists the pass rate for first time test takers by high school, disaggregated by subgroup and summarized for the District as a whole.

**Timing:** Presentation will be provided to the Board in July.

**Ownership:** Executive Director of High Schools, Division of Academic Affairs

### **F. Advanced Placement Tests**

**Objective:** To increase the percentage of students participating in the Advanced Placement program and the percentage of students achieving a score of 3 or higher on Advanced Placement Exams as determined by the College Board.

**Baseline:** SY 2006-2007

Graduating seniors participation: 14 percent

Percent of exams 3 or higher: 44 percent

**Target:** By 2012, at least 20 percent of graduating seniors will have participated in one or more Advanced Placement exams. At least 55 percent of students enrolled in AP coursework will achieve a 3 or higher on the Advanced Placement exam.

**Report:** The Administration shall provide the Board of Education with a presentation which summarizes the Advanced Placement results by high school, participation rate, and score.

**Timing:** Presentation will be provided to the Board in November.

**Ownership:** Senior Director of Curriculum and Instruction, Division of Academic Affairs

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### **G. International Baccalaureate (IB) Diplomas**

**Objective:** To increase the percentage of students being awarded the International Baccalaureate Diploma.

**Baseline:** SY 2007-2008 - 26 percent of IB diploma candidates were awarded the IB diploma.

**Target:** By 2012, at least 50 percent of IB diploma candidates will be awarded the IB diploma.

**Report:** The Administration shall provide the Board of Education with a presentation which summarizes the success rate of high school seniors enrolled in the IB program. Success rates on the IB exam for each content area will be provided as well as the number of IB diplomas awarded annually.

**Timing:** Presentation will be provided to the Board in January.

**Ownership:** Senior Director of Curriculum and Instruction, Division of Academic Affairs

### **H. Scholastic Aptitude Reasoning Test (SAT)**

**Objective:** To increase the District average on the Verbal and Mathematics portions of the SAT Reasoning Test, a nationally norm-referenced college entrance examination.

**Baseline:** SY 2007-2008

Verbal + Mathematics Average Combined Score: 914

**Target:** By 2012, the District average combined verbal and mathematics scores on the SAT Reasoning Test will improve to 950 as measured by the College Board.

**Report:** The Administration shall provide the Board of Education with a presentation on SAT results which details the results by high school and by subgroup on the verbal and the mathematics subtests, summarized by District and compared to State and National averages

**Timing:** Presentation will be provided to the Board in October.

**Ownership:** Senior Director of Curriculum and Instruction, Division of Academic Affairs.

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### **I. American College Testing (ACT)**

**Objective:** To increase the District average composite score on the American College Testing (ACT), a nationally norm-referenced college entrance examination.

**Baseline:** SY 2007-2008

District Average Composite Score 18.5

**Target:** By 2012, the District's average composite score on the ACT will improve to 19.2 or higher as measured by ACT Inc.

**Report:** The Administration shall provide the Board of Education with a presentation on ACT results which details the results by high school and by subgroup on the English, Reading, Mathematics, and Science subtests as well as by composite score. Comparisons to the District, State and National averages will be included.

**Timing:** Presentation will be provided to the Board in October.

**Ownership:** Senior Director of Curriculum and Instruction, Division of Academic Affairs

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**STRATEGIC GOAL 2: TO ENSURE FISCAL RESPONSIBILITY AND EFFECTIVE RESOURCE STEWARDSHIP**

**BOARD ACTIONS TO SUPPORT THIS GOAL:**

**School Year 2009-2010:**

1. Discuss and agree to highlights, via the Critical Indicators Report Card, which demonstrate the Board and the Superintendent’s efforts to improve fiscal responsibility that each Board member will use as part of their discussions and presentations with the community. Facilitator: Susu Cox, District 1 Board Member
2. Meet with members of the Chatham County delegation of the Georgia General Assembly to openly discuss budget priorities and other legislation impacting the support and maintenance of public education. Facilitator: Lori Brady, District 6 Board Member

**OBJECTIVES / MEASURES TO SUPPORT THIS GOAL:**

**A. ESPLOST Program**

**Objective:** To complete all ESPLOST projects approved by the ESPLOST referendum.

**Baseline:** SY-2009-10:

Total Projects	Completed	In Progress	Pending	Delayed

**Target:** Each project will be completed within the time and dollar budget established at the inception of each project.

**Report:** The Administration shall provide the Board of Education with a monthly report which summarizes the status of ESPLOST projects broken down by total projects identified, projects completed, projects in progress, and projects pending. In addition, monthly updates will be presented to the Board on the status of each project in progress.

**Timing:** Reports will be provided to the Board monthly

**Ownership:** Chief Operations Officer (lead), Division of Operations, and Chief Financial Officer (support), Division of Finance

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### **B. Financial Reporting**

**Objective:** To provide complete, accurate, and timely financial reporting for the Board and the public.

**Baseline:**

- a. Interim financial statements for FY 2007-2008 were provided to the Board for three of the four quarters (1<sup>st</sup> Quarter – not provided; 2<sup>nd</sup> Quarter – February 2008; 3<sup>rd</sup> Quarter – May 2008; 4<sup>th</sup> Quarter – August 2008).
- b. The 2007-2008 Budget was adopted by the Board on June 27<sup>th</sup>, 2007 and later received the Distinguished Budget Presentation Award from GFOA.
- c. The 2006-2007 Comprehensive Annual Financial Report was presented to the Board in January 2008 and was later recognized by both ASBO and GFOA for excellence in financial reporting.
- d. Monthly ESPLOST financial reports were provided to the Board for 11 of 12 months (May 2008 was not provided).

**Target:**

- a. Interim financial statements will be used by management and the Board to monitor the financial status of the District throughout the year.
- b. The Adopted Budget will continue to meet established GFOA (Government Finance Officers Association) criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.
- c. Comprehensive Annual Financial Report will continue to be completed and published in accordance with industry standards and in the spirit of transparency and full disclosure.
- d. ESPLOST reports will contain detailed information on the financial status of the program and made available to all interested parties.

**Report:**

- a. Interim financial statements will be presented to the Board at the second regular meeting after the end of the quarter, with the presentation highlighting significant trends and/or variances.
- b. Recommended Budget will be submitted not later than the May Board meeting for the next fiscal year for adoption by the Board prior to June 30th.
- c. The CAFR will be presented to the Board for approval not later than the January Board meeting for the prior fiscal year.
- d. ESPLOST financial reports will be provided to the Board each month that highlight significant trends and/or variances.

**Timing:** All financial reports will be posted to the District's website as detailed above.

**Ownership:** Chief Financial Officer, Division of Finance

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### **C. Use of Audits**

**Objective:** To use various internal and external audits and program reviews as tools for continuous improvement.

**Baseline:**

Single Audit Report for the fiscal year ended 6/30/2008:

- A. Management provided a planned corrective action to each audit recommendation
- B. Data was not collected to show evidence of progress toward achieving planned corrective action
- C. Three findings from prior years (2006 and 2007) were corrected. One finding from 2006 was partially corrected.
- D. No material weakness were reported

**Target (internal or external audit):**

- a. Management's response, including planned corrective action, will be included as a part of each audit report whenever possible.
- b. Management will monitor progress of planned corrective action.
- c. Individual audit conditions will be corrected by the next audit.

**Target (single audit):**

- a. By 2012, no Material Weaknesses will be reported in the annual Single Audit Report.

**Report:** All audits (internal or external) will be reported to the Board at the next available meeting. Internal Audit will prepare a summary report of all audit recommendations, corrective actions, and progress toward completion as of June 30 each year.

**Timing:** Summary report will be provided to the Board at the August meeting.

**Ownership:** Senior Director of Internal Audit (lead), Department of Internal Audit, and Superintendent's Leadership Team (support)

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### **D. Stewardship of Human Resources**

**Objective:** To provide information on the effectiveness of the District’s management of its Human Resources.

**Baseline:** See targets below.

**Target:**

a. Certified Staff:

- 1) Teacher turnover rate for the District will be no more than 15 percent by the end of 2012, excluding terminations, non-renewal of contracts, retirements, and deceased employees.

Baselines for this objective (SY 2007-2008):

National average: 16.8 percent

District Average: 14.6 percent

- 2) District will maintain a minimum of 98 percent highly qualified teachers as measured by the October Certified/Classified Personnel Information (CPI) data collection.

Baseline for this objective (SY 2008-09): 98.2%

**Note:** Baseline reset due to state highly qualified formula change

b. Non-Certified Staff:

- 1) All position (job) descriptions will be aligned with actual staff duties by the end of fiscal year 2011 as measured by the number of position (job) descriptions approved in the 2006 “signature” format divided by the number of active position titles in the District’s AHRS personnel data system.

Baseline for this objective (SY 2007-2008): 65 percent

- 2) By the end of school year 2010- 2011, all school level administrative staff members will complete District training on the duties associated with their position within two months of assignment to that position. Administrative staff members are defined as Principals, Assistant Principals, Administrative Secretaries, and Information Specialists.

Baseline for this objective: SY2008-09: 100% of school administrative staff members were trained within two months of assuming a new position.

**Report:** The Administration will provide the Board of Education with a presentation of the Annual Human Resources Stewardship showing progress against these goals

**Timing:** Presentation will be provided to the Board during February of each year.

**Ownership:** Executive Director of Human Resources, Human Resources Department

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### **E. Stewardship of Facilities**

**Objective:** To improve the utilization of the District’s facilities as measured by the percentage of capacity used and utilities cost per student.

**Baseline:** SY2007-08:

School Level	# of Schools	# Meeting Target	% Meeting Target	Percent Range
Elementary	30	6	20	47-186
Middle	10	2	20	52-121
High	7	1	14	76-137

**Target:**

- a. Percentage of capacity used for all schools will be between 90-110 percent by the end of school year 2012. Percentage of capacity will be calculated by dividing the 10<sup>th</sup> day student enrollment count by the student capacity of permanent facilities.
- b. Utilities cost and consumption per student at each school facility will be identified and analyzed each year, with a goal of keeping increases in per student consumption for the District below the applicable rate of inflation by the end of school year 2012. Utilities cost per student will be calculated as the sum of annual electricity and natural gas costs divided by the 10<sup>th</sup> day student enrollment count.

Baseline for this objective: FY 2008

School Level	Utilities Cost	Enrollment	Cost per Student
Elementary	\$2,781,896	17,231	\$161
Middle	\$1,553,710	7,193	\$216
High	\$2,000,623	8,974	\$223

**Report:** Information on capacity usage is included with the CAFR each year. Information on per student utilities cost and consumption will be calculated after the CAFR is completed.

**Timing:** Report will be provided to the Board in January.

**Ownership:** Chief Operations Officer, Division of Operations

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### **STRATEGIC GOAL 3: *TO PROVIDE A SAFE AND SECURE ENVIRONMENT FOR STUDENTS AND EMPLOYEES***

#### **BOARD ACTIONS TO SUPPORT THIS GOAL:**

##### **School Year 2009-2010:**

1. Discuss and agree to highlights, via the Critical Indicators Report Card, which demonstrate the Board and the Superintendent's efforts improve safety and security that each Board member will use as part of their discussions and presentations with the community. Facilitator: Susu Cox, District 1 Board Member
2. Meet with all police chiefs within Chatham County and the Chatham County Sherriff to discuss safe and secure schools. Facilitator: Julie Gerbsch, District 7 Board Member
3. Coordinate and host one meeting to include PTA Officers, Superintendent's Senates, and School Council Members to discuss safety and security issues within our school campuses. Facilitator: Irene Hines, District 5 Board Member

#### **OBJECTIVES / MEASURES TO SUPPORT THIS GOAL:**

##### **A. Truancy**

**Objective:** To improve student attendance at all grade levels by reducing Truancy Rate.

**Baseline:** SY 2007-2008: 14.0 percent of compulsory attendance age students.

**Target:** By 2012, truancy rate will be less than 10.2 percent of compulsory attendance age students.

**Report:** The Administration shall provide the Board of Education with a presentation that provides the percentage of truant students by school, disaggregated by subgroup and summarized for the District as a whole.

**Timing:** Presentation will be provided to the Board in March and August.

**Ownership:** Senior Director of Pupil Personnel, Division of Academic Affairs

##### **B. School Discipline**

**Objective:** To reduce the number of infractions that give rise to referrals for suspension and expulsion while ensuring that appropriate and consistent discipline is being administered in all of the District's educational settings.

**Baseline:** SY 2007-2008: 18,892 suspension and expulsion infractions.

**Target:** By SY 2011-2012, suspension and expulsion infractions will be reduced to below 13,224

**Report:** The Administration shall provide the Board of Education with a presentation that provides the numbers and percentage of students referred for suspension and expulsion by school, disaggregated by infraction/subgroup and summarized for the District as a whole

**Timing:** Presentation will be provided to the Board in March and August.

**Ownership:** Senior Director of Pupil Personnel, Divisions of Academic Affairs

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### **C. Emergency Preparedness**

**Objective:** To ensure the preparedness of schools in the event of an emergency/crisis situation by conducting live and simulated exercises at all sites.

**Baseline:** SY 2007-2008: Three school-level live crisis exercises, 0 school-level table-top exercises, and 1 centralized crisis mitigation exercise were conducted.

**Target:**

- a. By Fiscal Year 2010, 100 percent of schools will conduct a minimum of 1 live crisis mitigation exercise per year and a minimum of 1 simulated table-top exercise per year.
- b. By Fiscal Year 2010, the school District will conduct a minimum of 1 centralized crisis mitigation exercise per year and a minimum of 1 simulated table-top exercise per year.

**Report:** The Administration shall provide the Board of Education with a presentation that provides the numbers of Emergency Preparedness exercises conducted by site, the types of exercises conducted and a summary of the results of the exercises.

**Timing:** Presentation will be provided to the Board in March and August.

**Ownership:** Chief Operations Officer, Divisions of Operations

### **D. Weapons and Drugs**

**Objective:** To reduce the numbers of weapons and drugs on school campuses as measured by official police reports.

**Baseline:** SY 2007-2008: Weapons = 61; Drugs = 91

**Target:** By Fiscal Year 2010, the number of weapons offenses will be reduced by 10 percent to 55. The number of drug offenses will be reduced by 10 percent to 82.

**Report:** The Administration shall provide the Board of Education with a quarterly report that provides the numbers of weapons and drugs seized on school campuses by site.

**Timing:** Quarterly reports will be provided to the Board in writing in October, January, April, and July.

**Ownership:** Chief of Campus Police, Division of Operations

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### **E. Dropout Rate**

**Objective:** To decrease the number of dropouts as measured by the Governor’s Office of Student Achievement (GOSA).

**Baseline:** SY 2006-2007

Dropout rate for Grades 9-12: 6.6%

**Target:** By 2012, Dropout rate for Grades 9-12 will be 3.9 percent or less.

**Report:** The Administration shall provide the Board of Education with a report that provides the numbers of Dropouts by School and disaggregated by subgroups, to include reason for dropouts.

**Timing:** Report will be provided to the board in January.

**Ownership:** Executive Director of High Schools, Division of Academic Affairs.

**Note:** The dropout rate is calculated, tracked, and provided by the Governor’s Office of Student Achievement. In order to ensure consistency in reporting, the measure is retrieved from <http://www.gaosa.org>. For a definition, see dropout in glossary.

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### **STRATEGIC GOAL 4: *TO ENGAGE PARENTS AND OTHER COMMUNITY STAKEHOLDERS***

#### **BOARD ACTIONS TO SUPPORT THIS GOAL:**

##### **School Year 2009-2010:**

1. Discuss and agree to highlights, via the Critical Indicators Report Card, which demonstrate the Board and the Superintendent's efforts improve community engagement that each Board member will use as part of their discussions and presentations with the community. Facilitator: Susu Cox, District 1 Board Member
2. Each Board member will hold at least one School Board / Community / Neighborhood meeting for their District and will summarize the results at the next regularly scheduled Board meeting.

#### **OBJECTIVES / MEASURES TO SUPPORT THIS GOAL:**

##### **A. Engaging our Students' Parents**

**Objective:** To increase the level of parental involvement in the educational process as measured by the attainment of model Parent Teacher Association (PTA) status as determined by the Georgia PTA (NOTE: While PTA's operate independently of the School District, an active PTA which achieves model PTA status is considered as indicative of a high level of parental involvement).

**Baseline:** SY 2007-2008: 3 schools attained model PTA status.

**Target:** For School Year 2012, at least 30 schools will achieve model PTA status.

**Report:** The Administration shall provide the Board of Education with an annual report of the number of schools achieving model PTA status.

**Timing:** Report will be provided to the Board in August of each year.

**Ownership:** Community Engagement Liaison, Office of Public Information, Division of Data and Information.

##### **B. Engaging the Business Community**

**Objective:** To increase the number of business partnerships.

**Baseline:** SY 2007-2008 – The District has 319 business partnerships as of June 2008. Twenty-one schools have less than 5 partnerships.

**Target:** For school year 2012, all schools will have 5 or more business partnerships.

**Report:** The Administration shall provide the Board of Education with a written report on the number of business partnerships by school.

**Ownership:** Community Engagement Liaison, Office of Public Information, Division of Data and Information.

**Timing:** Report will be provided to the Board in June.

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### **C. Engaging our Neighborhoods & Communities**

**Objective:** To develop direct contacts between school principals and the communities / neighborhoods they serve. This also includes our military community.

**Baseline:** SY 2007-08: 20 out of 51 principals spoke at a total of 49 neighborhood, community, or civic functions.

**Target:**

- a. By 2012, every principal will present information on their school and the District to at least one civic organization geographically related to the school by the end of each school year.

**Report:** The Administration shall provide the Board of Education with an annual written report detailing the presentations made to civic organizations by school principals.

**Ownership:** Community Engagement Liaison, Office of Public Information, Division of Data and Information.

**Timing:** Report will be provided to the Board in July.

### **D. Engagement Through Mentoring & Tutoring**

**Objective:** To increase the number of mentors and tutors available to our students.

**Baseline:** SY 2007-08: 1,058 mentors/tutors. (L.O.V.E., 100 Black Men, Big Brother-Big Sister, Fraternities, Sororities, Retired Educators Associations, In2Books, Community Associations, and Organizations, etc).

**Target:** To increase the number of active mentors/tutors within the District by 10 percent annually.

**Report:** An annual report will be provided to the Board which shows the number of active mentors/tutors and where they volunteer their services within the District.

**Ownership:** Community Engagement Liaison, Office of Public Information, Division of Data and Information.

**Timing:** Report shall be provided to the Board in writing each June.

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### **E. Perceptions of the District**

**Objective:** To improve the overall perception of the District by its many constituencies, to include students, parents, visitors, volunteers, mentors, and business partners as measured by an annual climate survey.

**Baseline:**

SY 2007-2008:

<b>Stake Holders</b>	<b>Communication – Relationships</b>	<b>School Safety</b>	<b>Instructional Effectiveness</b>
Teachers	78	74	80
Parents	80	76	80
Students	82	74	86

**Target:**

By the end of SY 2012:

<b>Stake Holders</b>	<b>Communication – Relationships</b>	<b>School Safety</b>	<b>Instructional Effectiveness</b>
Teachers	82	79	84
Parents	84	80	84
Students	85	79	89

**Report:** The Administration shall provide the Board of Education with a presentation that provides climate survey rating and participation rate for each school broken down by teacher, parents, and students.

**Timing:** Presentation shall be provided to the Board in April.

**Ownership:** Accountability, Assessment, and Reporting, Division of Data and Information.



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### GLOSSARY OF TERMS

This glossary contains definitions of selected terms used in this document for common understanding of the terminology used in the Board of Education’s Accountability System. The glossary is arranged alphabetically with cross-referencing where appropriate.

**ACT®**

A nationally norm referenced college entrance examination that measures achievement. The ACT® ~~test~~ assesses high school students’ general educational development and their ability to complete college-level work. The multiple-choice tests cover four skill areas: English, Mathematics, Reading, and Science. The Writing Test, which is optional, measures skill in planning and writing a short essay. Composite scores and each test score (English, Mathematics, Reading, Science) can range from 1 (low) to 36 (high). The Composite Score is the average of the four test scores, rounded to the nearest whole number.

**ADEQUATE YEARLY PROGRESS (AYP)**

An individual state’s measure of progress toward the goal of 100 percent of students achieving ~~to~~ state academic standards in at least reading/language arts and math. It sets the minimum level of proficiency that the state, its school districts, and schools must achieve each year on annual tests and related academic indicators.

**ADVANCED PLACEMENT (AP)**

A program administered by the College Board which consists of college-level coursework completed in a high school setting. Students may be awarded college credit based on their scores on a standardized Advanced Placement test.

**ASSOCIATION OF SCHOOL BUSINESS OFFICIALS (ASBO)**

ASBO International is a professional association of school business management professionals whose mission is to provide programs and services to promote the highest standards of school business

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management practices, professional growth, and the effective use of educational resources.

**BOARD OF EDUCATION (BOE)** The Georgia Constitution places each school system under the management and control of an elected board of education. In Chatham County, the BOE refers to the nine members elected by the public that have policy setting authority, the ability to significantly influence operations, and primary responsibility for fiscal matters.

### **BUDGET**

A plan of financial operations embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing. The budget contains supporting schedules detailing the proposed expenditures and means of financing with comparisons to prior years' actual revenues and expenditures.

### **CAFR**

Comprehensive Annual Financial Report. The CAFR contains the annual financial statements that are audited by the external auditors.

### **CAPACITY**

A measure of the number of children who can be adequately served for educational purposes in a permanent school facility. It does not include portable classroom space.

### **CRCT**

Criterion-Referenced Competency Test. See Georgia CRCT.

### **CRITICAL INDICATORS REPORT CARD**

A school based report card listing all the goals, objectives, and outcome of each strategic measure.

### **CHANGE ORDER**

Alteration, addition to, or deduction from the original scope of work as defined by the contract documents to address changes or unforeseen conditions prior to project completion.

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<b>DROPOUT</b>	A student who leaves school with a state designated dropout reason code of marriage, expulsion, financial hardship / job, incarceration, low grades / school failure, military, adult / postsecondary education, pregnant / parent, removed for lack of attendance, serious illness, or unknown.
<b>DROPOUT RATE</b>	The number of students in grades 9-12 who leave school with a state-designated dropout code (see dropout) at any time during the course of the academic year, divided by the total number of students enrolled in grades 9-12 during the course of the academic year.
<b>ELEMENTARY SCHOOL</b>	A school classified by state and local statutes or practices comprised of kindergarten through fifth grade.
<b>ESPLOST</b>	Education Special Purpose Local Option Sales Tax, a funding source approved by local voter referendum and used by school systems to retire debt, purchase equipment, or to construct school facilities
<b>FISCAL YEAR (FY)</b>	A twelve-month period beginning July 1 and ending June 30 to which the annual budget applies and at the end of which the District determines its financial position and the results of its operations.
<b>GEORGIA CRCT</b>	Georgia Criterion-Referenced Competency Test. A criterion referenced test uses an objective standard or achievement level. In Georgia, all students in grades 1 – 8 take the CRCT in Reading, English/Language Arts, and Mathematics. Students in grades 3-8 are also assessed in Science and Social Studies. Students in grades 3, 5, and 8 must pass the Reading portion of the test and students in grades 5 and 8 must pass the Mathematics portion of the test in order to be considered for promotion.

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<b>GEORGIA HIGH SCHOOL GRADUATION TEST (GHSGT)</b>	GHSGT is a curriculum-based assessment administered in grade 11 for graduation purposes as required by Georgia law. The GHSGT assesses only a sample of the knowledge and skills that comprise a complete high school education. Students take the GHSGT for the first time in the spring of the 11 <sup>th</sup> grade. Schools use the results to identify students who need additional instruction in the academic content as necessary for a high school diploma. Students who do not succeed on their first attempt have four additional opportunities to meet the standards prior to completing 12 <sup>th</sup> grade.
<b>GEORGIA PERFORMANCE STANDARDS (GPS)</b>	Georgia Performance Standards are a set of standards developed by GADOE to improve upon the QCCs by defining the level of work that demonstrates achievement in each area of the curriculum.
<b>GOAL</b>	A statement of broad direction, purpose or intent based on the needs of the community.
<b>THE GOVERNOR’S OFFICE OF STUDENT ACHIEVEMENT (GOSA)</b>	This organization strives to increase student achievement and school completion across GA through communication of statewide data.
<b>GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)</b>	A professional organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

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<b>GRADUATION RATE</b>	In Georgia, the graduation rate is a calculation of the number of students who leave high school with a regular diploma in four years. It does not include Certificates of Attendance or Special Education diplomas. This calculation method is also known as the National Center for Education Statistics (NCES) “Leaver Rate.”
<b>HIGH SCHOOL</b>	A school classified by state and local statutes or practices and comprised of grades nine through twelve.
<b>HIGHLY QUALIFIED</b>	An NCLB definition that means core content teachers who are teaching in the field in which they are properly certified and have demonstrated proficiency in the content area by completion of a state approved content assessment.
<b>INTERIM FINANCIAL STATEMENTS</b>	Financial statements that are prepared each quarter to provide information to management, and that are not audited by the external audit firm.
<b>INTERNATIONAL BACCALAUREATE (IB)</b>	A rigorous program that allows students to earn an internationally recognized high school diploma.
<b>IOWA TEST OF BASIC SKILLS (ITBS)</b>	A nationally norm- referenced educational assessment for grades kindergarten – eight produced by the University of Iowa. A norm referenced test compares an individual to a sample or group of his or her peers.
<b>L.O.V.E.</b>	Landings Outreach Volunteers in Education, a local volunteer mentoring group.
<b>MATERIAL WEAKNESSES</b>	A deficiency in the design or operation of internal controls such that the controls are not likely to prevent or detect a material misstatement of the financial statements.

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### **MIDDLE SCHOOL**

A school classified by state and local statute or practices comprised of grades six through eight.

### **NCLB**

No Child Left Behind Act of 2001, Federal legislation that reauthorized the Elementary and Secondary Education Act (ESEA). NCLB significantly raised expectations for states, local school districts, and schools by requiring all students to meet or exceed state standards in reading and mathematics within twelve years and requiring all States to establish state academic standards and a state testing system that meet federal requirements.

### **NIMS**

The National Incident Management System (NIMS) was created in 2004 by the Department of Homeland Security as required by Homeland Security Presidential Directive.

### **OBJECTIVE**

Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

### **PTA**

Parent Teacher Association. The PTA at the local level is linked to the state PTA and National PTA, forming a nationwide network of members working on behalf of children and youth. Although a school's principal works closely with the PTA, the PTA is an independent entity that is not linked directly to the school District.

### **QUALITY CORE CURRICULUM (QCC)**

A set of standards developed by Georgia Department of Education that state in general terms what a student is expected to accomplish in each area of the curriculum.

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### **LEXILES**

A statistical tool used to measure reading performance based on a national sample of students

### **SCHOLASTIC APTITUDE REASONING TEST (SAT)**

The Scholastic Aptitude Reasoning Test is a nationally norm-referenced college entrance examination to measure ability produced by the College Board. Possible scores on the SAT range from 600 to 2400 by combining test results from three 800-point sections (math, critical reading, and writing). The SAT is typically taken by high school juniors and seniors.

### **TEACHER TURNOVER RATE**

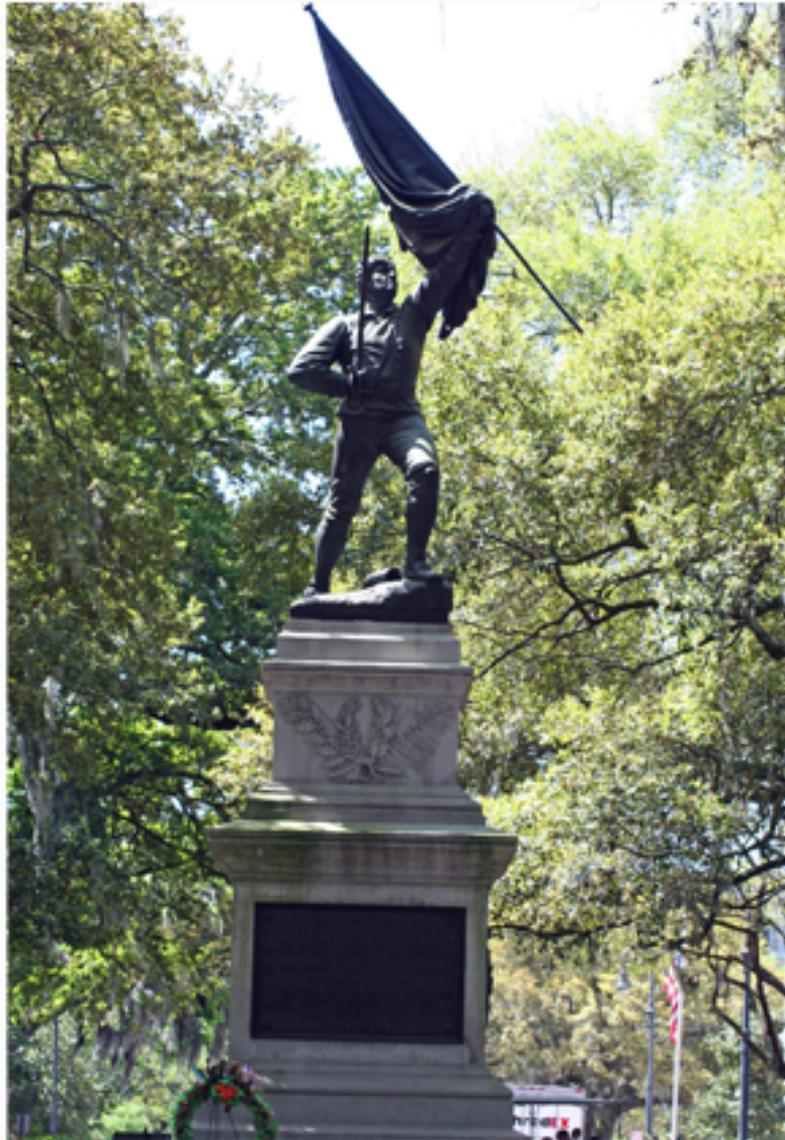
The number of teachers who left their school due to resignation, transfer, retirement, termination, death or nonrenewal at a point in time, divided by the total number of teachers at that school at that same point in time.

### **TRUANCY**

A measure of student attendance. Truancy occurs when a student of compulsory attendance age is absent from the same school for five days without an excused absence.

# *Mission:*

**Igniting a passion for learning and teaching at high levels**



**Savannah - Chatham County Public School System  
Savannah, Georgia**